ANNUAL REPORT 1987-88

Alberta

PUBLIC WORKS, SUPPLY
AND SERVICES

90-00732/

Alberta

PUBLIC WORKS,
SUPPLY AND SERVICES

Minister responsible for
LOTTERIES, MAJOR EXHIBITIONS AND FAIRS
PUBLIC AFFAIRS BUREAU
PUBLIC SAFETY SERVICES

Office of Minister

132 Legislature Building
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June, 1989

The Honourable Dr. D. Carter
Speaker
Legislative Assembly of Alberta
325 Legislature Building
Edmonton, Alberta
T5K 2B6

Dear Dr. Carter:

The undersigned has the honour to submit the Annual Report of Alberta Public Works, Supply and Services for the fiscal year ended March 31, 1988.

Respectfully submitted,

Ken Kowalski
Minister

Attachment

Alberta
PUBLIC WORKS, SUPPLY
AND SERVICES

Office of the Deputy Minister

6950 - 113th Street, Edmonton, Alberta Canada T6H 5V7 403 / 427-3921

June, 1989

Honourable Ken Kowalski
Minister
Alberta Public Works, Supply and Services
132 Legislature Building
Edmonton, Alberta
T5K 2B6

Sir:

I have the honour to submit the Annual Report of Alberta Public Works, Supply and Services for the fiscal year ended March 31, 1988.

Respectfully submitted,

E. R. McLellan, P. Eng.
Deputy Minister

Attachment

ANNUAL REPORT 1987-88

Alberta

PUBLIC WORKS, SUPPLY
AND SERVICES

ISSN 0834-4043

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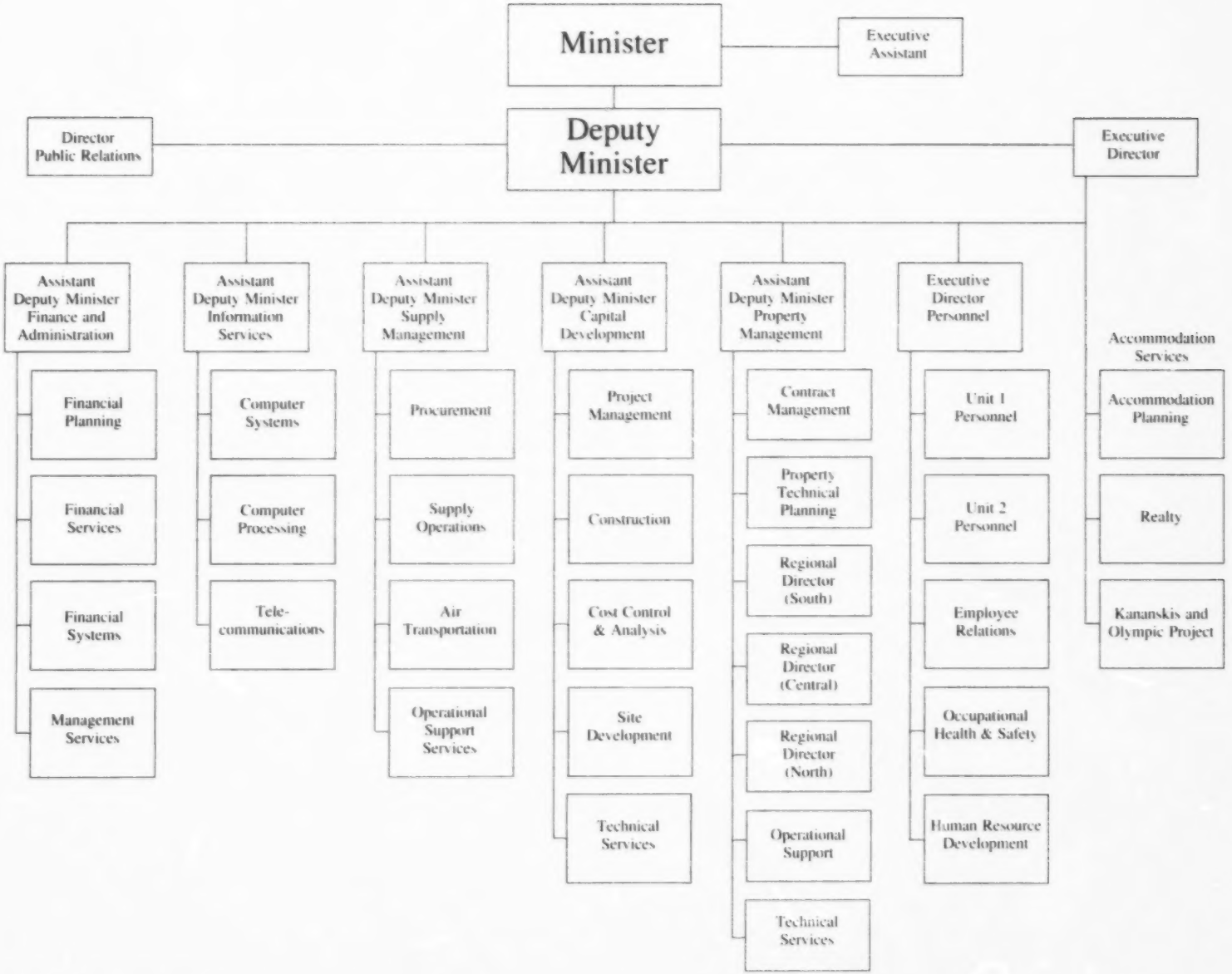
DEPARTMENTAL ORGANIZATION CHART



HISTORICAL PERSPECTIVES

1906 • Department of Public Works created.

1912 • Local Improvement Act transferred to Department of Municipal Affairs.
• Telephone Branch transferred to Department of Railways and Telephones.

1916 • Provincial Institutions transferred from the Provincial Secretary.

1920 • Coal Mines transferred to the Provincial Secretary.

1922 • Administration of Drainage Districts transferred to Department of Railways and Telephones.
• Government Employment Bureau operated jointly by the provincial and federal governments transferred from the Provincial Secretary to Department of Public Works. In 1935 it transferred to Department of Trade and Industry.
• A Commissioner of Labour appointed to administer the Boilers Act.

1927 • Public Works administered the Public Vehicles Act.

1935 • Administration of the Boilers Act transferred to Department of Trade and Industry.

1936 • Public Service Vehicles Act administered by the Highway Traffic Board.

1937 • Boilers Act again transferred to Public Works.

1948 • Provincial Institutions transferred from Public Works to Attorney General's Department.

1951 • Highway construction became a responsibility of the newly created Department of Highways.
• Public Service Vehicles Act transferred to Department of Highways.
• Surveys and construction and maintenance of bridges transferred to Department of Highways.

1953 • Boilers Act transferred to Department of Industries and Labour.

1967 • Design and construction of university buildings transferred to Boards of Governors.
• Maintenance of three agricultural and vocational colleges, located at Olds, Vermilion and Fairview, transferred from Agriculture to Public Works.

1968 • Rental of government-owned residences located at mental institutions and goals transferred to Alberta Housing and Urban Renewal Corporation.

1969 • Grants program to municipalities for construction of swimming pools transferred to Department of Youth.

1975 • Operating and Maintenance Division transferred to new Department of Government Services.
• Housing responsibilities added to create new Department of Housing and Public Works.

1982 • Housing responsibilities transferred to a new Department of Housing.
• Public Works responsibilities amalgamated with those of the Department of Government Services to form a new department of Public Works, Supply and Services.

1983 • Translation Services transferred from Department of Culture to Public Works, Supply and Services.
• Land Assembly transferred from Department of Environment to Public Works, Supply and Services.

1984 • Design and construction of Alberta Hospital, Edmonton and Ponoka, transferred to individual boards.

1985 • Metric Conversion Branch phased out and responsibilities transferred to Departments.

1985 • Translation Services transferred to Federal and Intergovernmental Affairs.

Relevant Statutes:

- Architects Act
- Crown Property Municipal Grants Act
- Department of Environment Act
  Sections 9, 16(2)(f), 16(2)(g) Administered jointly with the Minister of Environment
- Department of Public Works, Supply and Services Act
- Engineering, Geological and Geophysical Professions Act
- Public Works Act
  Administered jointly with the Minister of Transportation and Utilities
- Water Resources Act - Sections 68, 84, 90(7), 92(2) Administered jointly with the Minister of Environment

CAPITAL DEVELOPMENT

PROJECT MANAGEMENT DIVISION 2

Project Management Edmonton 2

Project Management Calgary 3

Specifications and Standards Branch 3

Commissioning Branch 3

Projects for Departments 3

CONSTRUCTION DIVISION 6

COST CONTROL AND ANALYSIS DIVISION 6

SITE DEVELOPMENT DIVISION 7

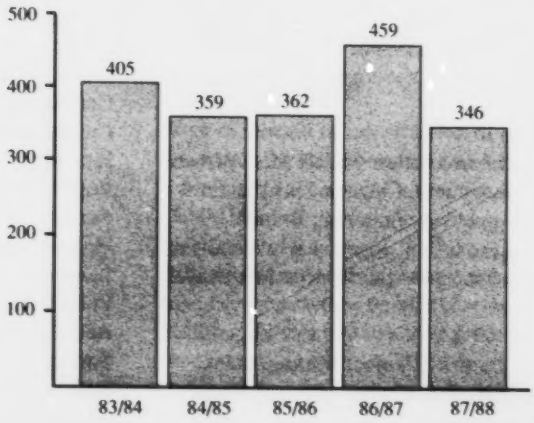
TECHNICAL SERVICES DIVISION 7

Capital Development is responsible for all capital projects under the Vote 4 (Planning and Implementation of Construction Projects) Program, and oversees the planning, design and construction of facilities for government departments and agencies. The organization consists of the Assistant Deputy Minister's Office, Project Management Division, Construction Division, Cost Control and Analysis Division, Site Development Division and Technical Services Division.

As part of the department's reorganization to downsize and amalgamate manpower, the Technical Services Division was transferred, in the second half of the year, to the Property Technical Planning Division of Property Management. Consequently, a new Commissioning Branch was established in Capital Development primarily for the mechanical, electrical and control systems installations in new government buildings.

Capital Development utilizes private consultants and contractors to carry out the work required for all phases of specific projects. During the 1987-88 fiscal year, 234 consulting firms were commissioned, 346 construction contracts awarded, and 352 construction projects completed. A cash flow of $105,770,654 was expended against Vote 4 projects. Projects outside the jurisdiction of Vote 4 included the development of special-purpose leased space, outlets for the Alberta Liquor Control Board (ALCB), and Treasury Branches.

Total Number of Projects Tendered by Capital Development (Vote 4 Projects)



Highlights of the Vote 4 Program for the year under review are as follows:

XV Olympic Winter Games - Calgary, 1988

The Olympic Project Management Team continued to manage the Olympic Alpine Venue, Nakiska, and the Olympic Nordic Centre, Canmore. Also, during the 1987-88 year, modifications were made, in conjunction with the Olympic Organization, to accommodate Olympic needs including the addition of a Quad Chair Lift. The total cost for the two facilities was $37,900,000.

Young Offenders Centres - Calgary and Edmonton

Two major centres were developed in response to requirements of the Young Offenders Act. These are for custody and treatment of young offenders. Construction was completed and the facility officially opened in March 1988 for a new 140-bed centre in Calgary at a cost of $18,600,000. Construction proceeded on the 160-bed centre at Edmonton at a cost of $21,700,000. Completion of this facility is scheduled for October 1988.

Fort Saskatchewan Correctional Centre

Construction continued on the largest medium-security Correctional Centre in Alberta. The Centre will have a capacity for 360 male and female offenders, and will be the first co-correctional facility in Canada. Completion and occupancy is scheduled for August 1988 and the cost is estimated at $60,850,000.

Head-Smashed-In Buffalo Jump Interpretive Centre - Fort Macleod

Construction of this World Heritage Site was completed for a total project cost of $7,975,000. The facility was declared officially open in July 1987 by the Duke and Duchess of York.

Northern Fish Hatchery - Cold Lake

Work began at this facility in 1983, with the Walleye Ponds becoming operational in the spring of 1986. Lake trout were hatched and raised starting September 1986. Official opening was in August 1987 and total project cost was $14,200,000.

PROJECT MANAGEMENT DIVISION

The Project Management Division provides professional and technical services in planning and managing capital projects for other government departments. It also provides project management services to government agencies and boards.

The division consists of four entities: Project Management, Edmonton; Project Management, Calgary; Specifications and Standards Branch; and Commissioning Branch. Reports from each of these follow, together with details of work undertaken for various government departments and agencies.

During the 1987-88 fiscal year, **Project Management, Edmonton**, processed 289 capital works projects. Total expenditures were distributed between client departments as follows, including projects assigned to the Calgary Office.

Advanced Education	$	2,500,160
Agriculture		3,221,979
Attorney General		13,560,250
Career Development and Employment		130,615
Community and Occupational Health		2,672,132
Culture and Multiculturalism		4,129,269
Education		971,198
Environment		1,461,079
Forestry, Lands and Wildlife		2,017,966
Hospitals and Medical Care		26,991
Labour		376,630
Public Works, Supply and Services		6,615,112
Recreation and Parks		1,838,528
Social Services		7,640,960
Solicitor General		50,072,421
Technology, Research and Telecommunications		2,199,956
Tourism		785,253
Transportation and Utilities		4,401,317
XV Olympic Winter Games 1988		1,148,838
	$	**105,770,654**

During the 1987-88 fiscal year, 50 prime consulting firms were commissioned for 58 new projects. In addition, 159 projects involving 101 prime consulting firms were continued from 1986-87. Funds paid out totalled $6,797,970, which included fees and expenses, costs of tests and other services.

Project Management, Calgary, was responsible for 55 capital projects totalling $22,351,000, two Treasury Branches, one ALCB and three Vote 3 projects. The office dealt with 49 consulting firms, 14 of which were newly commissioned during the 1987-88 fiscal year. The expenditures paid to consultants amounted to $1,919,092. These included professional fees, expenses, surveys, tests and related services.

For the convenience of bidders, Project Management, Calgary, provided a tender administration service for projects located in the province's southern region and managed by Project Management, Edmonton, Site Development, Property Management, Kananaskis Country and by the Calgary office itself. In total, 132 projects were administered.

All architectural, engineering and special consultant firms under commission by Capital Development are shown in **Appendix 1.**

The **Specifications and Standards Branch** is responsible for departmental specification policies and practices. Also, it develops master systems, including master specifications, for use in support of the project specifications function.

The branch participated in all project specifications prepared for the capital construction program, as well as in the documentation relating to bidding, contractual and contract administration requirements.

Maintenance and development of the Master Specification system continued, reflecting changes in the market place and new and changing needs within the department. Work commenced on the development of a comprehensive Property Management Master Specification.

The **Commissioning Branch** is responsible for managing the commissioning process on all capital projects. This involves the planning, preparation and implementation of a facility start-up phase, production of comprehensive operation and maintenance manuals and the training of physical plant staff prior to building occupancy.

It is the policy of the Commissioning Branch to implement the above by using private sector consultants.

Projects for Departments

Advanced Education

The design was completed for the proposed $14 million Community Vocational Centre in Slave Lake.

Planning commenced for additional interior renovations to the Alberta Vocational Centre (AVC) Edmonton and to Winnifred Stewart School in Edmonton. Contract documents were completed for interior renovations at AVC Edmonton and for new Student Family Housing at AVC Grouard. Construction commenced for interior renovations at AVC Calgary and AVC Grouard.

Renovations continued at AVC Calgary at a cost of $2,300,000. These renovations were undertaken to increase utilization of space and course capacity and to upgrade the facility to comply with the building code.

Agriculture

Work continued on construction of an addition and renovations to the laboratory building at the Alberta Horticultural Research Centre, Brooks. The cost is $4,800,000.

Extensive functional upgrading and retrofitting of mechanical systems were completed at the O.S. Longman Building, Edmonton, at a total project cost of $8,600,000.

Alberta Liquor Control Board

The Board's program for the year comprised completion of a new store at Willow Park, Calgary. Design was started for a new store in the Crowfoot area, Calgary. Contract documents were completed for a new store in Airdrie.

Planning was started for new stores at Chinook, Calgary; Heritage Lane Shopping Centre, Edmonton; and Fort Vermilion.

Attorney General

A program continued for upgrading court facilities throughout the province. Major projects undertaken included the following:

Major renovations to the Court of Queen's Bench, Calgary, were undertaken to provide additional courtrooms and judges chambers and to improve the prisoner holding area. The project was completed and fully operational in June 1987. The total cost was $10,885,000.

Renovations to the Queen's Bench at the Law Courts, Edmonton, levels two to six, were tendered in July 1986 for $6,044,000. Work is scheduled for completion in December 1988.

A new one-courtroom facility for Provincial Court, High Prairie, was tendered in June 1986 for $1,423,000 and was completed in September 1987.

A new four-courtroom facility for St. Paul was tendered in December 1986 for $4,849,000 and is scheduled for completion in September 1988.

Additions and alterations to the existing Courthouse, Stony Plain, were tendered in April 1987 for $709,000 and completed in March 1988.

Career Development and Employment

Special approval to proceed with the Career Development and Employment Centre in Peace River was given in November 1987. Contract documents were completed and the work issued for tender in March 1988. Total project cost is $600,000.

Community and Occupational Health

Contract documents for the new Phase I, 100-bed replacement facility for Rosehaven Care Centre, Camrose, were completed and issued for tender in March 1988 at an estimated construction cost of $14,300,000.

At Claresholm Care Centre, replacement of the Starholm unit was completed at a total project cost of $3,600,000. The centre is scheduled to open in June 1988. A long-range plan for a multi-purpose activity centre and the replacement of 110 inpatient beds with support facilities was completed. Master planning and design are proceeding.

Construction was started on Raymond Home, Raymond, in February 1988. Completion is expected by fall 1989 and the estimated total cost is $5,190,000.

Culture and Multiculturalism

Renovations to heating and ventilation systems were completed in spring 1988 at both the Northern and Southern Jubilee Auditoriums, Edmonton and Calgary.

The facility program was completed for the Remington Alberta Carriage Centre, Cardston. This major Interpretive Centre, estimated to cost $8,600,000, will house and interpret various major horse-drawn carriage collections. This project is scheduled for completion in 1991.

Renovations were completed at the Rutherford House, Edmonton. These consisted of development of the basement, and envelope upgrading. The cost of this work was $540,000.

Design work was completed for the Reynolds-Alberta Museum, Wetaskiwin, at an estimated cost of $17,500,000. Construction is expected to start in spring 1989. This museum is intended to display major collections of motor vehicles and farm machinery.

Environment

Construction of the $2,500,000 Plant Research Facility was completed in August 1987 at Alberta Environmental Centre, Vegreville. This controlled-environment facility consolidates the Centre's various greenhouse research activities, previously undertaken at several offsite locations.

Kananaskis Country Management

Highwood House, Highwood Area: Construction was completed for a service and information centre to be situated at the south entrance to the park. The total cost is $1,060,000.

Visitors/Operations Complex, Sheep Area: Construction was completed for an administration and information centre to be located at the Sheep Region entrance to the park. The total cost is $690,000.

Labour

Contract documents were completed and tenders accepted for a $5,600,000 expansion to the Fire Training School in Vermilion.

Public Works, Supply and Services

Planning commenced for renovations to the Federal Building, Edmonton, and to the pedway connecting to the Government Centre system. The Federal Government plans to vacate the building late in 1988.

Design and contract documents were completed for major renovations to the Land Titles Building, Edmonton. Construction is scheduled for completion in June 1989. The total project cost is $4,000,000. Major occupants will be the Society for the Retired and Semi-Retired and the Alberta Alcohol and Drug Abuse Commission.

A new Provincial Building at Provost was completed in July 1987. The total cost was $3,530,000.

Recreation and Parks

Development continued at Blue Lake Centre, Hinton. The paved trail access to the main complex was completed. Accommodation for instructors is under construction.

Social Services

The redevelopment program at the Baker Centre, Calgary, was nearing completion at the end of the fiscal year. Construction was completed on nine new 6-bed homes, a new Day Program Centre facility, and a 6-bed group home, to replace existing residences. These facilities were completed in the fall of 1987. A 30-bed unit is to be completed in the summer of 1988. The total cost of these facilities is $13,275,000.

Major design and construction work continued at Michener Centre, Red Deer, for the upgrading and efficient operation of the physical plant. New elevators and laundry rooms were completed in four residential buildings at a cost of $850,000. Construction documents were completed for conversion of the steam power plant, including installation of an emergency generator, at a total cost of $1,340,000. Planning for functional upgrading, including mechanical, electrical and code compliance for residential buildings continued. The total cost is $9,620,000. Contract documents for renovations and additions to the main kitchen building were completed. The total project cost is $4,020,000.

Solicitor General

Remand Centre, Red Deer, was completed and occupied during the summer of 1987. This facility provides custody for 96 detainees, including maximum, medium, and minimum security classifications. It also has a 12-bed unit for young offenders. The cost of this centre was $17,200,000.

Remand Centre, Medicine Hat, was completed during the spring of 1987 at a cost of $15,500,000. The facility houses 84 persons. It has a separate unit for the custody of 12 young offenders.

The design for a new 50-bed minimum security Correctional Centre, Kananaskis, was completed. Construction is scheduled to start in the fall of 1988. The estimated cost is $1,700,000.

Technology, Research and Telecommunications

Outfitting of the High Head Laboratory at the Devon Coal Research facility continued. Two construction contracts, worth a total of $2,100,000, were completed in April and August 1987. Contract documents for a third contract were completed in spring 1988 and will be tendered in summer 1988. The outfitting is required for the Alberta Research Council's activities concerning agglomeration and related coal research. The total cost of all the above work is $3,275,000.

Tourism

Planning and design work was started for a Travel Information Centre, Field, B.C. This is a joint project with Yoho National Park. The cost of the facility is $2,100,000.

Planning and design work began at the Travel Information Centre, Milk River. The total cost of the project is $2,500,000.

Travel Information Centre, Walsh, was completed at a total cost of $1,440,000.

Transportation and Utilities

Transportation Depot, Brooks: A new 8-stall maintenance facility was tendered in April 1987 and completed in March 1988 at a total cost of $1,565,000.

The maintenance depot at Hanna was completed in November 1987 at a total cost of $2,600,000.

New salt sheds were completed during the year at Grimshaw, High River, and Olds.

Treasury Branches

New and renovated branches were completed during the year at Breton, Calgary Alberta Hotel, Cochrane, Grande Prairie, Granum, High Prairie, Leduc and Ryley. Work was commenced on similar projects at Calgary Brentwood, Calgary Forest Lawn, Calgary North Hill, Calgary 6th Avenue, Drumheller, Edmonton-Jasper Place, Edmonton South, Lethbridge, Olds, Peace River, Red Deer, Ryley and Viking.

A new main branch in Edmonton-Eaton Centre was started. In Calgary, a new computer facility in the Canadian Western Centre was under construction. Total value of projects including turnkey lease arrangements was approximately $18,000,000.

CONSTRUCTION DIVISION

Responsibilities for the Construction Division included initiating construction starts and monitoring the quality of work, scheduling and changes made to construction contracts. The division was also responsible for providing input on scheduling during the design stage and providing construction management services on large-scale, multi-year, phased projects.

Appendix 1 includes the various materials testing consultants and special consultants commissioned by the Construction Division. There were 74 new commissions awarded and payments totalled $254,193.

During the 1987-88 fiscal year, the division awarded 207 new contracts throughout the province with a total tendered value of $33,594,624. These projects are included in **Appendix 2.**

Also, the division completed and accepted 204 contracts during 1987-88. The value of these contracts totalled $137,338,550. In addition, the division administered 247 outstanding claims totalling $4,297,261 filed under Section 14 of the Public Works Act.

COST CONTROL AND ANALYSIS DIVISION

During the reporting period, the Cost Control and Analysis Division provided cost planning, estimating and budgetary services in response to 580 requests from the various divisions and branches within Alberta Public Works, Supply and Services. In addition, in the Edmonton office, several feasibility and build/lease studies were completed.

The division's Calgary office handled an additional 120 requests for services.

Select and Quotation tendering for minor and specialist building works drew bids from 915 contractors on a total of 254 projects.

Cost advisory services, statistical data and technical information were provided to other government departments and approved agencies on a request basis.

Cost consultants commissioned during 1987-88 are listed in **Appendix 1.**

SITE DEVELOPMENT DIVISION

During the 1987-88 fiscal year, the Site Development Division was involved in 122 projects awarded with a total tender value of $12,133,915. The division was also involved in the management and construction of 148 projects completed in the year for a total construction cost of $16,526,700. These projects included:

- Site services and landscape development components of building facilities; site locations and services development for early childhood education facilities.
- Development of miscellaneous site services, landscape development and municipal systems on project sites, as well as extension of local services to the sites.
- Upgrading or demolition of facilities and buildings in the Restricted Development Areas (Edmonton and Calgary).
- Management of consultants for site information surveys, construction surveys, legal surveys for land acquisition, materials testing services, hydrogeological services, video pipe inspection services, and municipal design assignments.

In total, 191 consultant commissions were ongoing and payments to consultants totalled $511,107. For the programs of Kananaskis Country Recreation Plan and the XV Olympic Winter Games at Mount Allan and Canmore, 25 consultants were commissioned and payments totalled $400,721.

The division was responsible for site information reports and made arrangements with municipal authorities and utility companies for offsite services and for completing municipal service agreements.

In addition, a consulting service was provided to other divisions in the department as well as to other government departments. This service involved the preparation of technical reports, assessments of utility systems, operation and maintenance reports, and the resolution of complex design problems in the site development discipline affecting projects assigned to consultants. Concept reviews were also conducted on consultant designs in order to assure adherence to government policies and standards.

TECHNICAL SERVICES DIVISION

The Technical Services Division provides technical expertise to the department in the professions of architectural, mechanical, electrical, structural, and geotechnical engineering. These services are provided by establishing and updating design standards, conducting design reviews, preparing technical reports and feasibility studies, and developing minor designs.

Design standards are provided to consultants at the concept stage of their projects.

During the reporting period, 22 formal technical reports, feasibility studies, and facility evaluations were provided by the division.

Design and related construction inspections were provided for 15 projects with a total construction value of $1,100,000. These minor projects had an average value of $74,000.

The provision of all geotechnical engineering services to the department was achieved by managing consultants, who are listed in **Appendix 1**. In total, 22 reports were contracted at a cost of $117,816.

FINANCE AND ADMINISTRATION

Finance and Administration is responsible for providing central support services to the department in these areas:

- Finance, including accounts processing, budget preparation and analysis, and financial control processes.
- Electronic data processing (EDP) systems, which primarily involves planning, standards, and the provision of project management expertise to line areas during system development and implementation.
- General administration, including services concerned with accommodation, parking, mail, telephones and records management.

These responsibilities are divided among four branches; Financial Services, Financial Planning, Financial Systems and Management Services.

Financial Services Branch

The branch provides accounting, financial review and tender administration services for the department's General Revenue, Heritage Fund and Revolving Fund activities.

During the 1987-1988 fiscal year, these achievements and initiatives were implemented:

- Financial reviews for divisions with delegated responsibilities for processing financial transactions.
- Strategies to reduce the volume of individual financial transactions processed.
- Reviews of paperwork and processes needed to authorize and process transactions.
- Measures to maximize operations of the Departmental Financial System/Central Financial System and the Financial Project System.
- Refinements to tender administration support services and systems.
- Increased use of the private sector for financial consulting, for bridging workload fluctuations and for printing services.
- Development of organization strategies to meet administration requirements into the next decade.
- Contributing expertise on the principles and practices of financial administration to various seminar programs.

Key operational statistics for 1987-88 are as follows:

Invoices processed	226,560
Accounts payable, average processing time	22 days
Projects tendered and closed	204
Plans and specifications issued	5,095 sets

Financial Planning Branch

The branch's responsibilities include the following:

- Planning processes for the department's General Revenue, as well as for the Heritage Fund and the Revolving Fund.
- Coordinating, analysing and making appropriate recommendations on the department's budget plans.
- Monitoring expenditures against approved budget plans.
- Providing forecasts of year-end financial status to senior management and to Treasury.

During 1987-88, these initiatives were completed:

- Incorporation of responsibility for Revolving Fund Budgets into the branch's mandate.
- Improvements to the Financial Project System to ensure service to all line areas.
- Major enhancements to the department's Budget Compilation System.

Financial Systems Branch

The branch oversees the development and maintenance of electronic financial systems within the department. Particular emphasis is placed on interfaces between departmental and government systems.

During 1987-88, the branch assisted in making the Financial Project System fully operational and started work on reissuing user manuals.

Management Services Branch

The branch provides systems, records, library and general service functions. During 1987-88, emphasis continued to be placed on two factors: 1) fiscal restraint, and, 2) use of technology (data administration, microcomputers and networks) to share information and achieve efficiencies.

Systems

During 1987-88, these key initiatives were implemented:

- Related systems applications were grouped to obtain maximum cost benefits from technological advances. This initiative reduced the number of systems identified to 110 from 137; also, cost of the departmental Electronic Data Processing Operation Plan was reduced to $4.2 million from $5.0 million.
- Improved reliability of the Local Area Network continued, more than 99% availability being maintained.

- Existing stand-alone word processing equipment was replaced by a more cost-effective microcomputer solution.

Records and Library Services

During 1987-88, these key initiatives were implemented:

- To improve records management practices, an automated system was established.

- The College Plaza Resource Centre, Edmonton, was relocated, concurrently incorporating into its collection technical materials from the Property Technical Planning Division.

General Services

- General Services continued to coordinate and provide administrative support functions. Savings continued from the monitoring of copier selection and telephone changes. Significant amounts of surplus furniture were returned to inventory to reduce overall costs to the Alberta Government.

PERSONNEL

Recruitment
Classification
Human Resource Development
Occupational Health and Safety
Employee Relations
Departmental Positions

The Personnel Division provides services in the areas of recruitment, classification, human resource development, occupational health and safety, employee relations and payroll administration.

Recruitment

Staff of the division continued to assist line managers throughout the department with downsizing and privatization initiatives. Among these were privatization and decentralization of the Edmonton Trades Group. This resulted in redeployment of 92 employees and the establishment of a new Inspection and Specialty Services unit.

Redeployment continued to play a major part in recruitment strategies. Also, more external recruitment was undertaken in filling vacancies for essential positions.

Redeployment continued to play a major part in recruitment strategies. Also, more external recruitment was undertaken in filling vacancies for essential positions.

Classification

The authority for management classification was delegated from the Personnel Administration Office to the department for most of its divisions. This increased the Personnel Division's classification responsibilities.

Human Resource Development

More emphasis was placed on needs-oriented training. In particular, courses were tailored to meet the needs of staff affected by downsizing and privatization. In total, 994 departmental employees attended in-house training programs; another 661 attended courses offered by the Personnel Administration Office.

The Women's Program was expanded to become the Employee Career Enhancement Program and to include the Calgary area.

Occupational Health and Safety

In addition to 122 general work site inspections, others were undertaken in response to specific requests. Workshops were held for 10 groups with high-frequency accident rates. Accident statistics for 1987-88 compared with the previous year were as follows:

	1986-87	1987-88
Disabling injuries	74	75
Non-disabling injuries	42	54

Employee Relations

Employee grievances received totalled 36, of which one was referred to adjudication.

The Early Retirement Incentive Program (ERIP) was effective from January 15, 1987, to March 31, 1988. Of the 648 employees eligible to participate in the program, 43 management and 254 non-managment employees did so.

Departmental Positions

Reductions achieved through the ERIP, coupled with continuing privatization initiatives, continued the downsizing trend set in previous years. A three-year comparison of permanent positions is shown in this table.

	1986	1987	1988
Minister's Office	5	5	2
Deputy Minister's Office	4	4	4
Capital Development	201	214	206
Finance and Administration	175	173	130
Personnel*	-	-	34
Information Services	605	562	540
Property Management	1,585	1,502	1,309
Accommodation Services*	-	-	104
Supply Management	371	358	326
Total	**2,946**	**2,818**	**2,655**

* Personnel and Accommodation Services were previously part of Finance and Administration and Property Management respectively.

INFORMATION SERVICES

The functions of Information Services are these:

- To provide effective and efficient electronic data processing (EDP) and telecommunication systems, services and expertise to Alberta Government departments and agencies.
- To establish standards, practices and guidelines necessary to support the effective use of EDP and telecommunication systems and services within the government; and to monitor the application of these standards, practices and guidelines.
- To plan and coordinate EDP and telecommunication facilities and resources for the government.

The Information Services mission is carried out through these three divisions: Computer Systems, Computer Processing and Telecommunications.

The Computer Systems Division plans and monitors EDP/automation initiatives, government-wide; coordinates training, standards, security, common systems, quality assurance and the application of new technologies; and provides central maintenance and support services for EDP and office technologies.

The Computer Processing Division plans for and provides facilities and expertise to accommodate timely, accurate and effective computer processing and support activities to satisfy the government's data processing requirements.

The Telecommunications Division plans, manages and services all government telecommunications.

During the 1987-88 fiscal year, Information Services directly administered an expenditure budget of $86,937,061. Of this total, $37,649,988 was for EDP services provided through a revolving fund. The other $49,287,073 covered telecommunication services, and also funded activities such as monitoring, standards and security.

Trends and Directions

Technological advances continue to encourage dramatic growth in the impact and visibility of electronic data processing (EDP) within the Alberta Government. These advances have also made important changes possible in systems applications.

During the first two decades of EDP use, the focus was almost entirely on systems which automated repetitive functions. These systems improved administrative capabilities, but offered little assistance for decision making. Since the early 1980s, technology has been developed which is aimed specifically at enhancing the quality of professional decisions and of support staff operations.

In this context, the prolific growth of microcomputers throughout the Alberta Government parallels such growth in other governments and in the private sector. The trend is driven by several factors: continued reductions in the cost of equipment and its increased sophistication, the greater ease with which software can be used by staff who are not EDP specialists and the ever-growing demand for increased productivity.

Changes in Resource Use

It is instructive to compare changes in the operation of electronic equipment since EDP came into office use. Initially, stand-alone microcomputers were acquired for professional staff, dedicated word processors were used by clerical support staff, and so-called "dumb" terminals were used to gain entry to central systems.

The single-function workstation predominated. Now, this is giving way to the multifunctional workstation; microcomputers are communicating and sharing resources through local area networks, and through gateways into larger mini and mainframe computers.

Meanwhile integrated data architectures are increasing to meet the department's global information needs. This contrasts with the earlier focus on isolated systems which could only serve information needs of limited work areas.

Coupled with the demand for integrated data is a desire for broader access to data in departmental data bases. Until recently, technical obstacles hindered the transfer of data between mainframe, mini- and microcomputers. As these obstacles are being overcome, departments are facing problems associated with data integrity, security and support. These problems were resolved in the centralized environment of the past 25 years. Now they are reappearing as new issues in the decentralized environment into which EDP is moving.

Information Services is attempting to assist users in dealing with this situation through initiatives such as the Information Technology Management Framework, recently published.

Greater Processing Capacity

There has been a marked shift of government spending from purchases of central or external EDP services to the acquisition and support of departmental EDP resources. Increased spending on departmental resources is made possible in part by the tremendous price/performance improvements occurring in the data processing equipment industry.

For example, funds spent to acquire and operate the department's computing centres have remained fairly constant during the last few years; however, these funds have commanded significant increases in processing capacity. In summary, in the past five years, systems valued at more than $70 million have been implemented with a net decrease in processing costs to departments.

Most major systems implemented recently were initiated in the boom period of the early 1980s. Recent restraint policies have prevented all but the most cost-justified systems from being approved for development. Considerable effort is being devoted to maintaining and adapting existing systems to increase their functional capacities. However, the province may soon be faced with aged systems using obsolete software, and unable to satisfy basic user needs. Tools to develop systems which take full advantage of today's integrated technologies are being explored in expectation of a coming demand for new or replacement systems.

COMPUTER SYSTEMS DIVISION

Government restraint policies during the past five years have prevented all but the most cost-justified new systems from being approved for development. Hence, during the 1987-88 year, the focus of the division's reviews of electronic data processing (EDP) plans, and of its monitoring operations, was directed at ensuring that expenditures produced measurable benefits. This made a significant contribution to a levelling off in spending on EDP by the Alberta Government. Also, discretionary spending has been reduced.

As shown in FIGURE 1, the number of systems maintained increased minimally, to 83 from 81. (Note: Totals in Figure 1 for 1984 and 1985 include systems which, in the 1985-86 fiscal year, were transferred to other departments.) The number of systems common to all government departments and agencies was unchanged, as shown in FIGURE 2.

During the year, particular emphasis was placed on reviews conducted after the implementation of EDP initiatives. At the same time, the continued emphasis placed on the analysis and reporting of EDP activities and trends played an important role in policy setting and strategic planning, and in the identification of cost-saving opportunities.

In this context, the importance of departmental strategic planning increased due to the growing recognition of information as a global resource within the department. This sharpened the focus on integrated data architectures designed to extend the availability of data.

Other factors affecting the division included these: The trend toward more end-user computing; enhanced office automation (especially use of microcomputers); and the integration of traditional EDP, office automation and telecommunications. These resulted in the need for small project support, Local Area Network (LAN) support and basic training in computer use.

With more end-user computing and greater public access to government data, EDP security is becoming a more visible issue. Consequently, during the year, work began on a security function designed to promote awareness and to provide direction and assistance to users in dealing with EDP security issues.

Increased use generally of EDP has inevitably prompted a greater need for guidelines, government-wide coordination and automated tools for departments to use in managing their EDP. Thus, the EDP Practices and Guidelines Manual was reworked, and now includes a major section on information technology management. At the same time, to assist departments manage their development projects and their increasing EDP maintenance expenditures, work began on creating guidelines for quality assurance and equipment maintenance.

The continuing need for cost-effective services and support systems to users sharpened the search for and the implementation of systems that meet the needs of multiple users.

Figure 1
Number of Systems Maintained
(A five-year comparison)

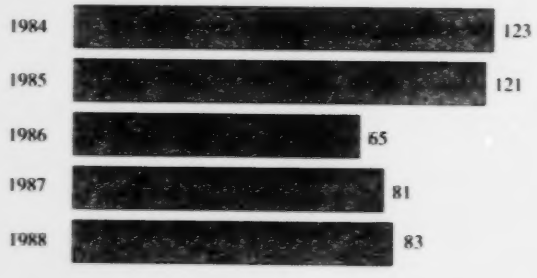
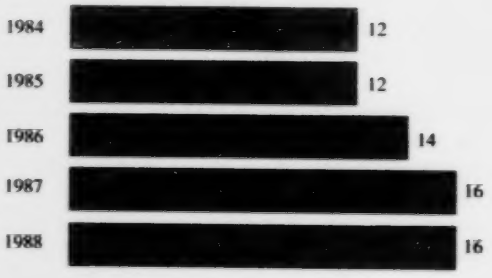
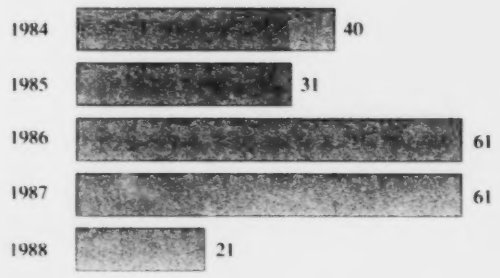


Figure 2
Number of Common Systems Supported
(A five-year comparison)



A review was undertaken of training materials and delivery methods to identify future key requirement areas and alternative approaches. One result is the doubling of courses in the 1988-89 fiscal year. Also, Interactive Video Instruction (IVI) has been introduced as a cost-effective option to classroom teaching. FIGURE 3 shows the effect of budget restraint on the number of courses held in 1988.

Figure 3
Number of Courses Delivered
(A five-year comparison)



COMPUTER PROCESSING DIVISION

During the 1987-88 fiscal year, the division continued to increase its volumes of services while containing costs and downsizing staff.

The growth in processing volumes is shown in five charts in FIGURE 4. Growth was particularly evident in the 519,000 computer jobs recorded (491,000 in 1986-87), and in the 35,090 computer hours recorded (29,980 in 1986-87). These growth numbers reflect 1) a gradual shift by users to on-line database systems, and 2) demands for additional systems.

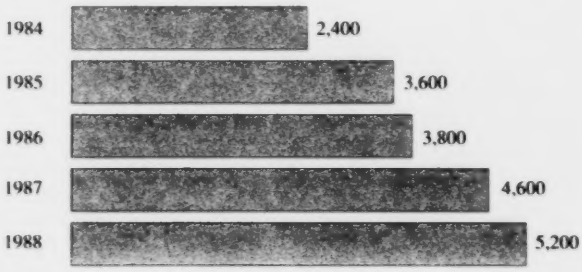
Significant numbers of peripherals were added to the department's network. Workloads thus increased. This, in turn, called for the upgrading of existing processors. Yet, hardware costs decreased substantially due to major cost reductions for installed equipment and to a better price performance for new equipment.

The division's expenditures during 1987-88 were $34.0 million, a decrease of 8% from $37.0 million in the previous year. Concurrently, three factors combined to produce more revenue than projected: 1) the growth in processing volumes; 2) the shift to on-line usage; and 3) significant cost reductions for computer hardware. One result is that shared processing rates in the 1988-89 year are being reduced by 25%. Further reductions are projected for 1989-1990.

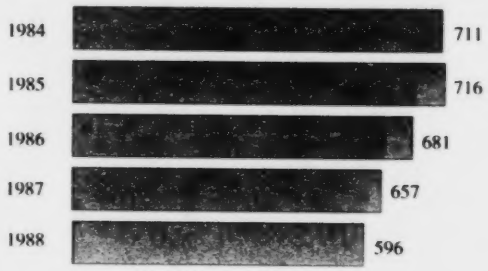
The division's staff was reduced by 24 full-time positions. Most of these positions were eliminated through attrition and redeployment. However, the departure of many good operators in the past few years, through attrition and redeployment, has reduced the hourly keying rate. This can be seen in the last chart in FIGURE 4. The average number of keystrokes per hour per operator in 1988 was 12,146, down from 14,582 in 1984.

Figure 4
Volume Comparisons

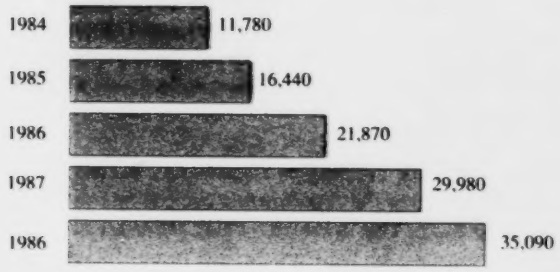
NUMBER OF TERMINALS
(Maximum during year)



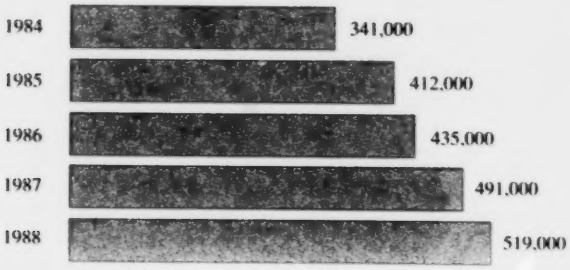
NUMBER OF LINES PRINTED
(Monthly average/millions)



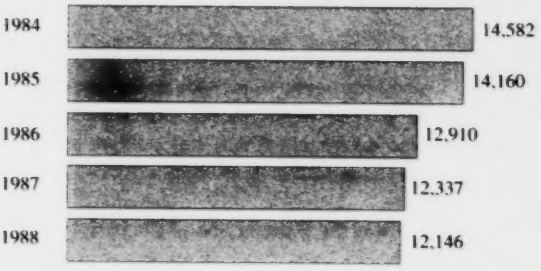
COMPUTER HOURS
(Total for year)



NUMBER OF COMPUTER JOBS
(Monthly average)



AVERAGE KEYSTROKES
(Operator per hour)



TELECOMMUNICATIONS DIVISION

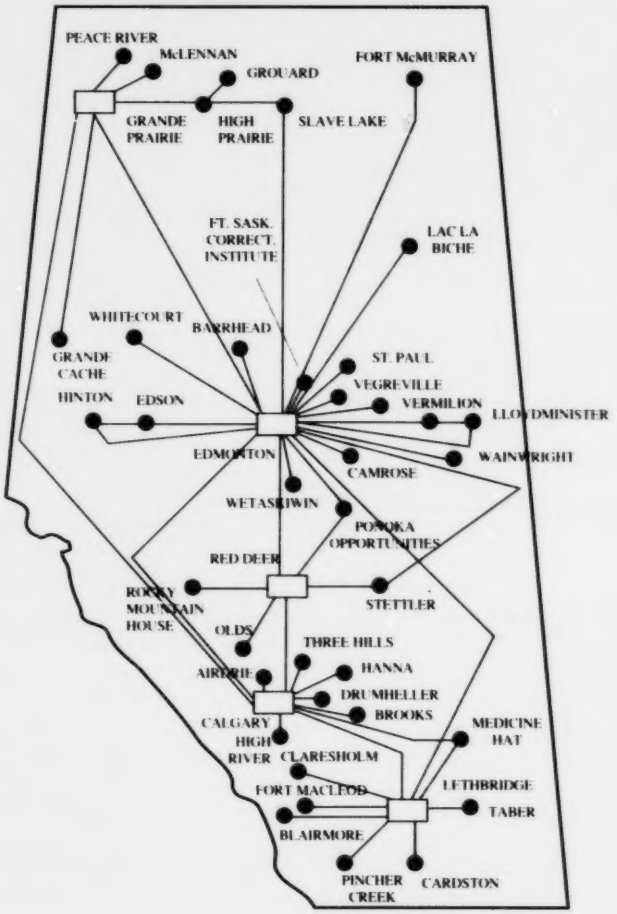
During the 1987-88 fiscal year, the division continued to employ state-of-the-art digital technology in order to improve service at lower costs. For example, state-of-the-art switchboards installed in the Calgary and Edmonton district offices of Alberta Social Services will produce savings of approximately two million dollars over a five-year period.

A program to increase the cost effectiveness of data communications to the department's computing centres was put in place. This involved making fuller use of regional transmission facilities through more efficient sharing of excess line and equipment capacity among users in the same area. The program, which was started in 1987-88, will, when fully completed in 1990-91, result in a cost avoidance of approximately one million dollars per year, while providing enhanced services.

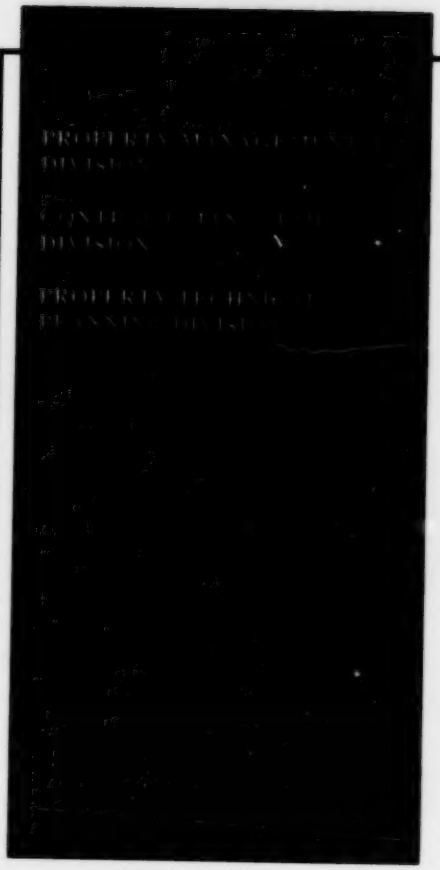
During the year, the Alberta Government Network, shown in FIGURE 5, was redesigned to provide more capacity and route diversity. Tests were conducted on sophisticated voice-compression equipment which may be used in future to carry more telephone traffic on existing circuits.

A major initiative was the introduction of the basic structure for a province-wide data communications network (AGNPAC). This network will provide for the interconnection of dissimilar computing systems and terminals, and will result in more effective and flexible province-wide data communication by government departments.

Figure 5
Alberta Government Network (AGN)



PROPERTY MANAGEMENT



During the 1987-88 fiscal year, the department's Properties entity was restructured and three of its divisions were formed into a new Property Management organization. The divisions are Property Management, Contract Management, and Property Technical Planning. Reports from each follow.

PROPERTY MANAGEMENT DIVISION

The division is responsible for the management, operation and maintenance of government-owned facilities. Services are provided through three geographical regions and an Operational Support Branch. The regions are shown in FIGURE 6.

At March 31, 1988, the division was responsible for 1,736,500 m^2 of owned space. A comparison of this figure with those for the previous four years in shown in FIGURE 7. Much of the decrease in owned space maintained by the division has been due to the transfer of owned space to the Contract Management Division.

A summary of operating and maintenance costs for owned space in 1987-88, by functional costing categories, is shown in FIGURE 8.

The Operational Support Branch provides centralized services, including security and landscaping. The branch is also responsible for negotiating contracts for cafeteria operations, vending machines, and custodial services in government-owned and leased property.

Figure 6
Property Management Division
Geographical Regions

Figure 7
Property Management Division
Owned Space Maintained
(Thousands of Square Metres)

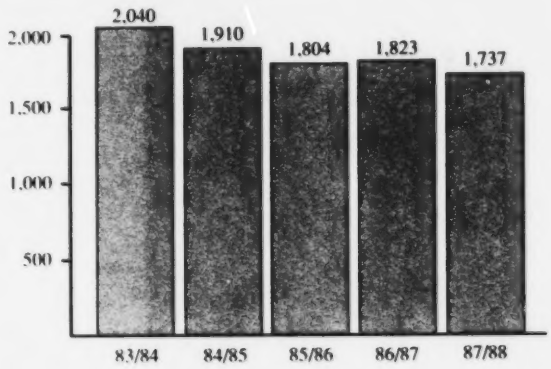
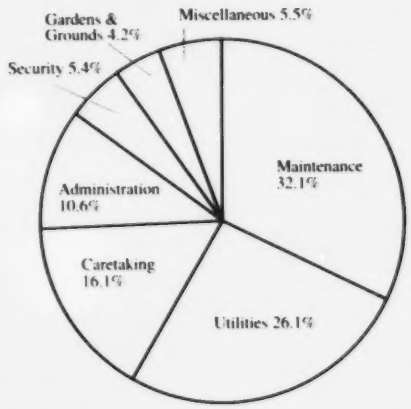


Figure 8
Property Management Division
Owned Buildings - Functional Costs



Function	Amount ($000)	Cost per Square Metre
Maintenance	$ 25,634	$ 14.76
Utilities	20,773	11.96
Caretaking	12,840	7.89
Administration	8,453	5.39
Security	4,299	2.47
Gardens & Grounds	3,314	1.91
Miscellaneous	4,402	2.53
Total	**$ 79,715**	**$ 45.89**

CONTRACT MANAGEMENT DIVISION

The Contract Management Division is responsible for managing (1) government-owned property through property management contracts; and (2) leased property through lease agreements and tenant services contracts. Reports on both functions follow.

Owned Property

- During the 1987-88 fiscal year, 12 new property management contracts were tendered and awarded. They involved 70 buildings with 106,707 m^2 of space and a contract value of $8,486,424.
- At March 31, 1988, a total of 57 property management contracts were in place. These embodied 590,032 m^2 of space, had a contract value of $37,569,682, and involved expenditures in 1987-88 of $14,398,125.
- At March 31, 1988, approximately 23% of all government-owned space was being managed by contract.

Leased Property

- At March 31, 1988, leased space managed by the division comprised 744 payable leases (including 19 outside the province), 603 receivable leases, and 55 leases on behalf of Treasury Branches.
- During 1987-88, all leased space was serviced by tenant services contracts, for which expenditures totalled $2,458,560.
- In 1987-88, total expenditures for leased property, excluding rental payment and tenant services work, were $4,713,212.

PROPERTY TECHNICAL PLANNING DIVISION

During the 1987-88 fiscal year, the Technical Services and Facilities Performance Planning divisions were amalgamated into the Property Technical Planning Division. Its mandate encompasses technical and maintenance planning and evaluation.

Specifically, the division's functions are these:

- To provide technical advise in the design review, investigation, operation and maintenance of all government-owned facilities.
- To evaluate and resolve problems for planning the major maintenance project budget for the Property Management organization.

Technical disciplines within this new division include structural, geotechnical, electrical, mechanical and building controls engineering; building sciences, including those concerned with acoustics, architectural materials and the building envelope.

Key initiatives completed during the reporting period were as follows:

- Managing 62 facility evaluations by 23 consultants.
- Conducting approximately 800 routine maintenance investigations in facilities of all types.
- Implementing 20 major maintenance contracts with a total value of $662,000.

ACCOMMODATION SERVICES

During the 1987-88 fiscal year, the department's single Properties entity was reorganized into two responsibility areas: Accommodation Services and Property Management. Accommodation Services, which is composed of the Accommodation Planning and Realty divisions, has these responsibilities:

- To acquire, by purchase or lease, and dispose of land, buildings and related facilities owned by Alberta Public Works, Supply and Services.
- To plan all government office and warehouse space.
- To manage all land requirements of the Alberta Government, with the exception of highway rights-of-way for Alberta Transportation and Utilities but including land required for the restricted development areas (RDA) of Calgary and Edmonton.
- To manage payments of grants-in-lieu of taxes under the authority of The C . n Property Municipal Grants Act.
- To provide appraisals, lease negotiation and documentation services and tenant improvement construction.
- To provide full land planning and acquisition services to Environment Heritage programs and the Alberta Government Land Purchase Fund, for which transactions in 1987-88 totalled $525,571 and $18.5 million respectively.

During the reporting period, Accommodation Services was directly responsible for the following budgets:

Vote 3	
Administrative Support	$ 196,600
Accommodation Planning	12,224,700
Realty	115,061,300
Vote 3 total	127,482,600
Vote 6	
Land Assembly	12,119,600
Vote 3 and 6 total	139,602,200
Heritage Fund Projects:	
Capital City Park Land	400,000
Irrigation Headworks	
Administrative Support	69,000
Total Value	$ 469,000

Reports follow from both divisions.

ACCOMMODATION PLANNING DIVISION

The division is responsible for the following:

- Long- and short-term planning of departmental office and warehouse needs.
- Designing and constructing tenant improvements in office and warehouse space.
- Developing and maintaining standards for office space and furniture entitlements.
- Managing the inventory of space occupied by the Alberta Government.

During the 1987-88 fiscal year, expenditures on accommodation projects were these:

Tenant improvement construction	$ 3,800,000
Furniture	1,800,000
Consultant fees	1,300,000
Moving services	400,000
	$ 7,300,000

The division's responsibilities are executed through the following branches:

Administrative Services Branch

This branch has two units:

- The Administrative Unit maintains a file inventory and provides word processing services to all branches in the division, prepares the operating budget, provides performance to budget reports and coordinates all personnel activities.
- The Financial Planning System Unit coordinates the divisional program budget for consulting, tenant improvements, moving and furniture; reviews and processes all payments related to these activities; and provides status reports as required.

Project Administration Branch

The branch manages construction of tenant improvements in leased and existing Crown-owned office and warehouse space. It ensures that all assigned projects are completed within established schedules, scope and budget constraints. These responsibilities include setting time frames, preparing tender packages, reviewing tenders and quotations, awarding contracts, conducting site inspections, and issuing acceptance letters on completed projects.

During 1987-88, the branch managed 150 projects for which construction expenditures totalled $5.7 million. They included budgetary, turnkey, and build-to-lease projects.

Additional branch responsibilities include the following:

- Providing moving services.
- Coordinating telecommunications and computer services.
- Supplying new standard furniture for program departments and maintaining a recycle furniture program.
- Maintaining specifications and standards for office furniture.

Project Development Branch

The branch plans and designs all general purpose office and warehouse accommodation in response to requests from, and in conjunction with, government departments and agencies. Office space needs are satisfied within existing space by acquiring new leased space, or by construction of provincial buildings.

Branch activities can be divided into short- and long-term functions.

Short-term functions are to identify accommodation needs for departmental programs, procure and allocate space, and arrange the interior design and furnishings for multi-departmental premises in urban and rural areas.

Long-term functions are to plan accommodation at the corporate level, develop strategies for build/lease decisions and long-range space forecasts, and make cost/benefit recommendations for the construction of office space, such as new provincial buildings and office complexes.

Other branch services include responsibility for standards and specifications for office space, programs to meet occupants' needs in provincial buildings and in major office complexes, and management of space and parking inventory control systems.

REALTY DIVISION

The functions of the Realty Division fall into four groups: Grants-in-Lieu of Taxes, Leasing, Land Acquisition, and Land Planning and Management. Details of transactions during the 1987-88 fiscal year relating to these functions are shown in the tables which follow the reports on the four groups.

Grants-in-Lieu of Taxes

The division administers the payments program for Grants-in-Lieu of Taxes, Local Improvement Taxes and Business Revitalization Zone Taxes program for all Crown-owned property (grants are paid to lower-level governments in lieu of property taxes).

Leasing

This function is executed by the Leasing Branch, which acquires space on behalf of all government departments, and undertakes related lease negotiation and documentation services. Similar services are supplied to Treasury Branches and to the Energy Resources Conservation Board.

Land Acquisition

The Land Acquisition Branch is responsible for this function. It acquires all properties required by the Alberta Government, with the exception of highway rights-of-way for Alberta Transportation and Utilities. Acquisitions are also made for Treasury Branches, and, in some cases, for the Alberta Liquor Control Board (ALCB). The branch undertakes property disposals on behalf of the department, of Treasury Branches, and, in some cases, of the ALCB.

Acquisitions are funded through various sources. These include Vote 4, Vote 6, the Alberta Government Land Purchase Fund, the Alberta Environment and Alberta Public Works, Supply and Services (PWSS) components of the Alberta Heritage Savings Trust Fund, Treasury Branches, and the ALCB.

Lands are also acquired for various government programs and projects. During the 1987-88 fiscal year, seven properties were purchased in the Calgary Restricted Development Area (RDA) and five in the Edmonton and Sherwood Park West RDA. At March 31, 1988, 95% of the land required for the Oldman River Dam Project had been acquired.

Land Planning and Management

This double function is undertaken by these separate units in the Land Planning and Management Branch.

- Land Planning, which defines the land acquisition needs of other departments, recommends budgets, and initiates projects with approved scope and time frames for the Land Acquisition Branch.
- Land Management, which administers all lands in the Calgary and Edmonton RDAs.

Transactions

The division's transactions shown in the following tables compare data for the 1987-88 fiscal year with those for the 1986-87 fiscal year.

	1987-88	*1986-87*
Grants-in-Lieu of Taxes		
Number of claims	6,559	5,803
Amount of grants-in-lieu of taxes	$ 33,505,282	$ 29,626,960
Amount for local improvements	167,111	159,636
	$ 33,672,393	**$ 29,786,596**
Leases		
Number of rents payable and accounts receivable	1,359	1,344
Annual amount of accounts receivable	$ 6,040,688	$ 6,001,956
Annual amount of rents payable (including all lease costs)	$ 75,694,133	$ 79,630,776
Number of leases for Treasury Branches and Energy Resources Conservation Board	63	57
Annual value of Treasury Branches and Energy Resources Conservation Board leases	$ 8,646,389	$ 8,444,783

	1987-88	*1986-87*
Land Acquisition		
Vote 6	$ 11,209,782	$ 8,640,588
Offers to Sell negotiated for RDA land acquisitions funded from Alberta Government Land Purchase Fund	$ 18,500,000	$ 20,750,000
Projects funded from the Alberta Heritage Savings Trust Fund Environment	$ 525,571	$ 1,033,906
PWSS reimbursement to the City of Edmonton for lands acquired for Capital City Recreation Park	$ 68,000	$ 67,000
RDA Leases		
Number of accounts receivable	263	223
Net Revenue Received	$ 662,596	$ 608,500

SUPPLY MANAGEMENT

SUPPLY OPERATIONS DIVISION 31

Printing Services Branch 31

Records Management Branch 31

Equipment, Courier and Surplus Branch 33

PROCUREMENT DIVISION 36

Purchasing Branch 36

Southern Regional Office 37

Warehousing and Distribution Branch 37

Contracted Services Branch 38

Air Transportation Services Branch 39

Operational Support Services Branch 40

Supply Management is responsible for delivering a wide range of materials and service management programs to government departments. These include:

- Printing and duplicating
- Records management
- Courier and central delivery service
- Managing a fleet of the government's vehicles
- Marketing items surplus to government needs
- Procuring materials and selected services
- Warehousing and distribution of common-use materials
- Air transportation
- Advisory services on standards, specifications and quality assurance.

Supply Management operates mainly through two divisions: Supply Operations and Procurement. Two branches, Air Transportation Services and Operational Support Services, answer directly to the Assistant Deputy Minister.

During the 1987-88 fiscal year, emphasis was placed on maintaining productivity levels while delivering services at the lowest possible cost. Staffing levels in all activity areas were closely analysed, 32 positions being identified as having become redundant. The necessary downsizing was achieved without staff layoffs, but through personnel reassignment and normal attrition. Also, several employees took advantage of the opportunities available in the government's Early Retirement Incentive Program.

Two main groups interact with Supply Management: government departments and the public. The second group includes vendors who wish to do business with the government and buyers of surplus government materials.

Efforts continued during the year to ensure that materials and services were delivered to government departments at the lowest cost and in the most efficient manner. Meanwhile efforts continued to ensure that Alberta vendors were given every opportunity to compete for government business. Measures taken to meet vendor needs included the following:

- Distributing information on how to deal with government
- Ensuring that government procedures are simple and straightforward

- Participating in trade fairs, small business and reverse trade shows
- Generating product specifications favourable to Alberta manufacturers and suppliers
- Holding pre-bidding conferences to ensure that vendors understand the terms of specific tenders
- Facilitating payment of vendor accounts by departments where requested.

Supply Management, under the direction of the Office of the Alberta Trade Representative, continued to participate with Alberta Economic Development and Trade in representing government procurement interests in the bilateral trade negotiations with the United States. This work included research, development of a negotiating stance, and coordination of extra-governmental interests. Following completion of negotiations, work continued with an assessment of the agreement's impact on the department's policies and procedures.

Supply Management participated in organizing the Standards Council of Canada's seminar on "Free Trade and International Standardization", scheduled for Calgary in June 1988.

Imminent reduction in trade barriers between Canada and the United States created an impetus for reducing barriers between provinces. One of the first moves was appointment by the First Ministers of a Task Force of Regional Economic Development Ministers. One of the first areas dealt with by the task force was provincial preferential purchasing practices, a subject that closely involved Supply Management.

In these negotiations, with input from Supply Management and Alberta Economic Development and Trade, Alberta became a leading proponent of the "Intergovernmental Agreement on the Reduction of Interprovincial Barriers to Trade Related to Government Procurement". Negotiations were continuing at the end of the fiscal year.

Interest in harnessing the potential for economic development through government procurement became focussed during the year with establishment of regular Federal/Provincial Conferences of Procurement Ministers, one of which was held at Kananaskis in October 1987.

As a result of these conferences, several short- and long-term projects have been undertaken in pursuit of these objectives:

- Equitable regional distribution of federal government procurement
- Improved access for small and regionally based businesses to government contracts and to information on procurement
- Development of Canadian regional sources of supply
- Industrial growth in specific sectors.

Alberta also lobbied with other western provinces for a program to use federal procurement as an economic development tool for Western Canada. In response, the Federal Government established a provincial initiative through the Western Diversification Office and the Department of Western Diversification. By the end of the reporting period, discussions were well advanced for development of a proposal on federal/provincial cooperative procurement programs.

SUPPLY OPERATIONS DIVISION

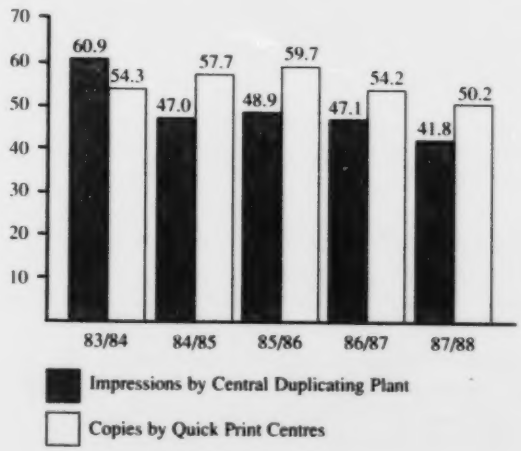
The Supply Operations Division provides printing services, records management, vehicle leasing and maintenance, office equipment rental and repair, courier and delivery, and asset disposal. It operates through three branches: Printing Services; Records Management; and Equipment, Courier and Surplus.

Printing Services Branch

The branch has three facilities in Edmonton: the Central Duplicating Plant and two Quick Print Centres. They provide copying, duplicating and printing services to all government departments. The branch also offers advice on preparing material for print and on the most cost-effective printing method to use.

During the 1987-88 fiscal year, key initiatives were directed at maintaining productivity and improving efficiency. Because of this, and despite increased costs of manpower and material, there has been no increase in the rates charged to users for four consecutive years. The number of work orders processed was very slightly higher than in the previous year: 30,924 compared with 30,579. However, due to government financial restraints and downsizing, volumes of impressions and copies were 9% below figures for 1986-87, as can be seen in FIGURE 9.

Figure 9
Printing Services - Impressions and Copies Produced (Millions)



The Central Duplicating Plant continued to undertake low-volume, low-value orders requiring fast service, and often of a confidential nature. Work included the typesetting of publications for the Legislative Counsel. The average value per order was $312. Approximately 7% of government printing is done by the branch. The rest is contracted to the private sector under the aegis of the Public Affairs Bureau.

The two Quick Print Centres offer a fast, cost-effective alternative to office photocopiers. Services include collating, drilling, binding and courier pickup and delivery. Delivery response is generally between four and eight hours, 81% of work orders being completed within four hours. The average value per order during the reporting period was $55. Estimates show that use of Quick Print services versus office copiers saves the government approximately one million dollars a year.

Two employees are still enrolled in the four-year Printing Apprenticeship Training course. In addition to helping the branch maintain a trained, professional staff, the program allows the branch to take advantage of new printing technologies.

Records Management Branch

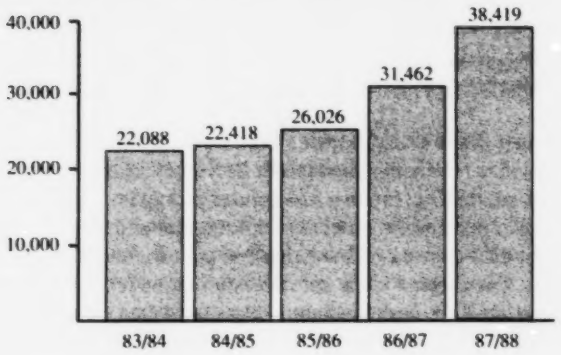
The branch oversees the management of Alberta Government records. It develops policies and procedures, publishes information, offers training courses, provides advisory services for all government departments, and operates records storage facilities for paper, microfilm and electronic media such as computer tapes and discs.

The branch works with the Alberta Public Records Committee, the Provincial Archives and departmental records officers to effect proper maintenance, storage and disposal of all government records.

During the 1987-88 fiscal year, the branch continued to offer training courses in basic and advanced records management, in micrographics and forms development. In total, 198 participants attended courses for 1,959 days.

At the Records Holdings unit in Edmonton, net accessions (total intake minus disposals) increased by almost 25,000 cubic feet. This was in increase of 31% over the previous year, and is in keeping with the government's commitment to save costs by reducing the amount of office space used for records storage (see five-year comparison in FIGURE 10 on the next page.)

Figure 10
Records Management Accessions:
Intake of New Storage Material (Cubic Feet)



Current holdings in the Records Centre in Edmonton comprise 160,500 cubic feet of paper (82.5% of capacity), and 23,500 computer tapes (50% of capacity). At the present rate of growth, the Records Centre will reach maximum storage capacity during 1989. To deal with this, a study was completed to determine long-term space requirements and present alternatives for records storage in the future.

There is also a Records Centre in Calgary, operated by a private sector firm. This provides records storage for government departments located in southern Alberta. Calgary holdings currently comprise 22,900 cubic feet of paper records and 550 computer tapes.

Departments may request access to their records in storage. During 1987-88, such retrieval transactions totalled 284,816, an increase of 18% over the previous year (see the five-year comparison in FIGURE 11). Of these retrieval requests, 245,000 dealt with electronic records.

The Records Centre also provides orderly disposal of records that are obsolete, both from the Centre itself and direct from departments. They are pulped by a private sector firm under the surveillance of branch staff to ensure confidentiality. FIGURE 12 presents disposal volumes over a five-year period. The figure shows that, in the reporting period, disposals from the Records Centre totalled 13,604 cubic feet, those direct from departments totalled 57,006 cubic feet.

Figure 11
Records Management References:
Request for Retrieval

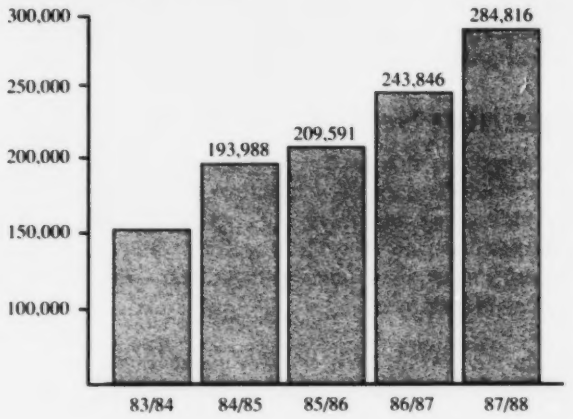
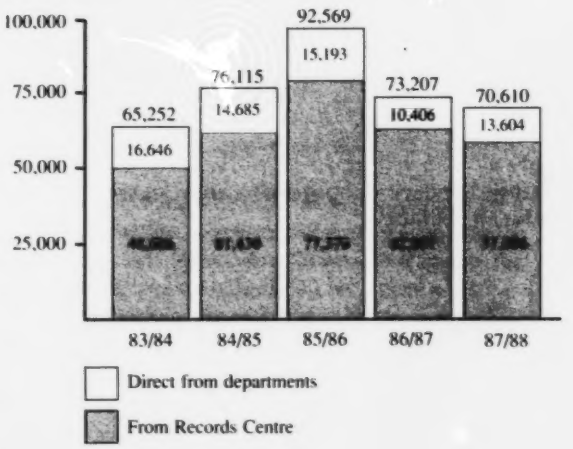


Figure 12
Records Management Disposals (Cubic Feet)



- A paper recycling project was started for records that are not confidential or which contain contaminants that cannot be pulped.

- A computerized system for file location and data conversion was completed. It greatly improves location identification, retrieval transactions, and planning for disposals, all of which increase staff productivity and reduce costs.

- Two publications, "How to Use the Alberta Records Centre" and "Administrative Records Disposition Authority", were updated and reprinted.

Equipment, Courier and Surplus Branch

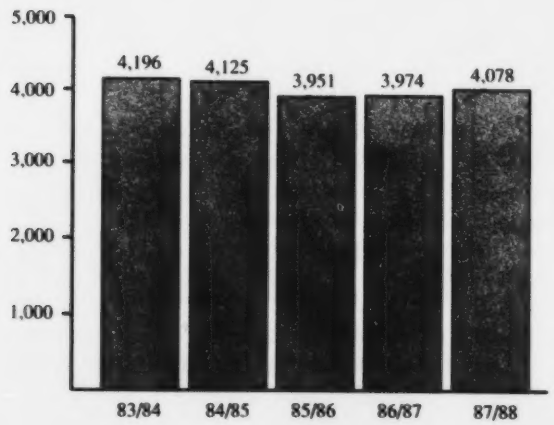
The branch comprises five units: Central Vehicle Services, Automotive Services, Office Equipment Services, Surplus Sales, and Central Delivery and Courier Service. Reports from each follow.

Central Vehicle Services

This unit administers the government's fleet of light vehicles. Central administration of the fleet has proven effective for managing costs, for ensuring the highest benefits from standardized high-volume acquisitions, for operations monitoring and planned replacement of vehicles.

Because of increased demand for vehicles on permanent lease, fleet size was increased during the 1987-88 fiscal year by 104 units, to 4,078 (see FIGURE 13). However, fewer replacement vehicles - 300 - were purchased than in previous years. A key reason was that vehicles are being kept longer due to the success of the Preventive Maintenance and Operator Training programs.

Figure 13
Central Vehicle Services
Number of Vehicles in Fleet



Vehicles are made available through permanent leases (over one year), seasonal leases (between 30 days and one year), and short-term leases (fewer than 30 days). Vehicles used for seasonal and short-term leasing are permanent-lease vehicles which have been turned in but are still useful. Requests during the reporting period for seasonal leases were greater than the number of vehicles available, and the needs of some users were met through private sector rentals.

Other key achievements during the year included the following:

- The Vehicle Inventory Management System (VIMS), which provides fleet management, financial and forecasting information, was enhanced to provide monthly and annual vehicle use reports by departments. This will ensure full use of all vehicles.

- As a result of the Preventive Maintenance Program and the Operator Training Program, both introduced in the previous year, vehicles are being used for longer and for more mileage. Also, when they are to be resold by auction or tender, they are in better condition, and command higher prices.

Automotive Services

This unit provides a limited service in the outfitting of new vehicles, services and repairs vehicles returned at the end of a lease, and makes minor repairs to leased vehicles. Most repair work is arranged by user departments through private sector service stations.

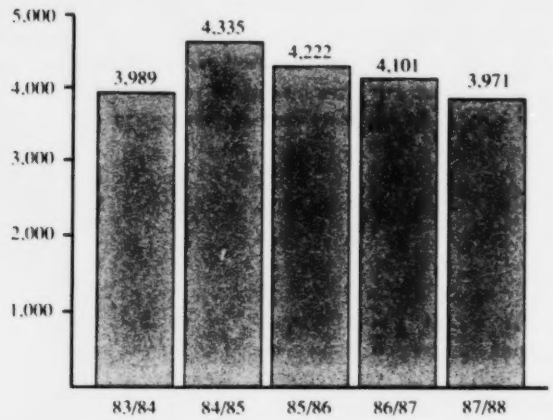
During 1987-88, a computerized engine analyser was introduced, which diagnoses mechanical problems with more speed and accuracy than earlier systems. Also introduced was a computerized fuel pump billing system. Fuel usage is automatically recorded at the pumps. Information is then forwarded to a microcomputer which sends invoices to user departments.

Work orders for the reporting period totalled 3,971, as seen in the five-year comparison in FIGURE 14 on the next page. This is 3% less than for 1986-87.

Office Equipment Services

This unit repairs non-electric equipment, other than photocopiers. It offers also short-term rentals of electric typewriters. As use of electronic office equipment

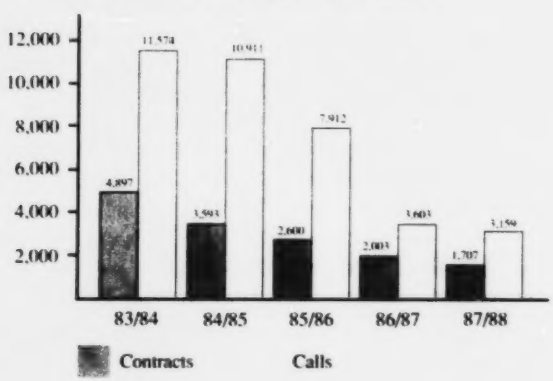
Figure 14
Automotive Services
Work Orders



increases, so does the demand decrease for the unit's services. Meanwhile, because the private sector adequately meets demands for maintenance and servicing of electronic equipment, the government has no reason to move into this field.

During the reporting period, the unit held 1,707 service contracts, a drop of 15% from the previous year; trouble calls totalled 3,159, a drop of 12% from the previous year. Because of these decreases in the demand for servicing, unit staff was reduced, by attrition, by four people. The five-year comparison in FIGURE 15 demonstrates the drop in the extent of the unit's operations.

Figure 15
Office Equipment Services
Number of Service Contracts and Calls



Surplus Sales

This unit is responsible for marketing or disposing of materials and equipment deemed surplus to the government's needs. Most sales are completed through private auctioneers or by tender through government sales outlets in Calgary and Edmonton. Every attempt is made to provide opportunities for Albertans in all areas to purchase surplus government goods. During the reporting period, 328 shipments of miscellaneous materials were assembled and sent to private auctioneers.

Sales by auctioneers produced $1.55 million (46% of total revenue). Goods tendered produced $1.08 million (32% of total revenue). Resale of surplus goods from one government department or agency to another totalled $526,000. This was an increase of 11% over the previous fiscal year and an increase of 170% over the past two years, indicating that departments are continuing to reduce program costs by recycling used goods and materials. The sale of scrapped materials netted $17,000.

FIGURES 16 and 17 show, respectively, total sales by the unit for the past five years and sources of revenue in the 1987-88 fiscal year. As can be seen in FIGURE 16, total

Figure 16
Surplus Sales: Total Revenue
(Millions of Dollars)

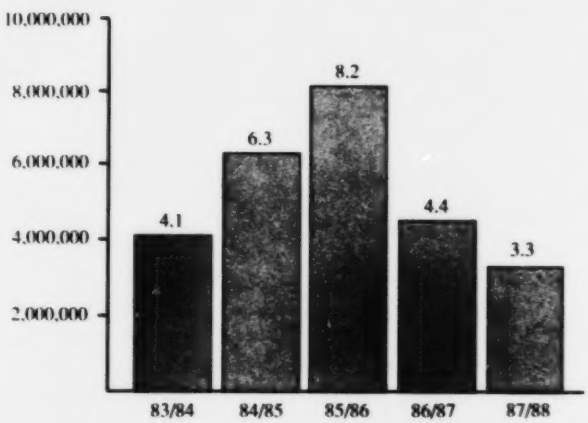
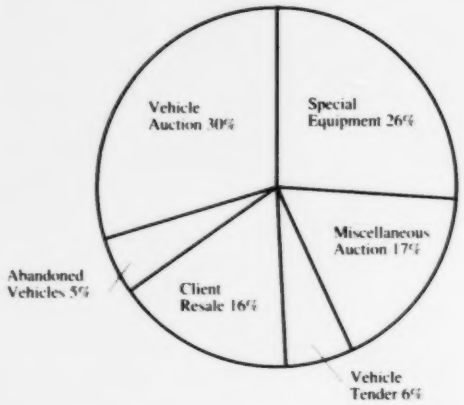


Figure 17
Surplus Sales
Sources of Revenue



sales revenue by the unit was $3.3 million. This was a decrease of 25% from the previous year due mainly (1) to the absence of high-value specialty items received in previous years, such as mainframe computers and aircraft; and (2) to fewer vehicles received from Central Vehicle Services. In total, 234 vehicles were sold by auction resulting in revenue of $997,000 (35% less than the previous year); 18 vehicles were sold by tender for $219,000 (65% less than the previous year).

The unit administers the Abandoned Vehicle Program on behalf of the Alberta Solicitor General. During the 1987-88 fiscal year, 4,941 units were handled, of which 1,131 were subsequently picked up by their registered owners; 404 were sold by auction; the remainder were scrapped. The program generated $171,000 in revenue.

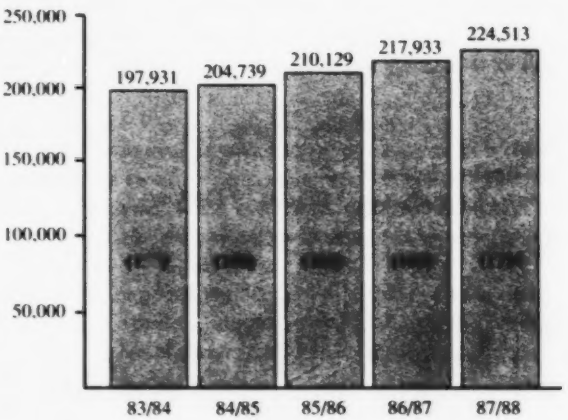
Central Delivery and Courier Service

This unit has two major components: Central Delivery and Courier Service. Central Delivery provides interdepartmental pickup and delivery between government offices, as well as from Canada Post, in Calgary, Edmonton, Fort McMurray, Grande Prairie, Lethbridge, Medicine Hat, and Peace River. The Calgary and Edmonton offices will also meter mail to be sent by Canada Post. In addition, the Edmonton office has an envelope insertion service.

In this reporting period, all Central Delivery routes were reviewed with a view to complying with governmental fiscal restraints. By adjusting schedules yet ensuring adequate service during peak times, the number of routes and costs were reduced.

The Courier Service component provides interdepartmental mail pickup and delivery to 171 locations throughout the province. Courier service is contracted to the private sector. During 1987-88, 224,513 shipments were made at a cost of $543,000. This represents an increase of 3% over the previous year. In comparison with alternatives, it is estimated that this service saves the government $4.25 million annually. FIGURE 18 presents a five-year comparison of the number of shipments and of locations served.

Figure 18
Courier Service
Number of Shipments
(In brackets: number of locations)



PROCUREMENT DIVISION

The Procurement Division of Supply Management is responsible for the centralized purchasing of goods, the acquisition of selected services, and the maintenance of an inventory of commonly used products. These responsibilities are divided among four operating units: Purchasing Branch, Southern Regional Office, Warehousing and Distribution Branch, and Contracted Services Branch. Reports from each follow.

Purchasing Branch

The mandate of the branch is to purchase all the Alberta Government's goods and materials, seeking to obtain quality at economical prices while ensuring fair treatment to all vendors.

During the 1987-88 fiscal year, purchases on behalf of government departments totalled $237 million. As can be seen in FIGURE 19, this sum was virtually unchanged from $236 million in the previous year. FIGURE 20 shows that in the reporting period 70% of purchases (valued at $165 million) were made from Alberta manufacturers. Alberta distributors received $59 million (25%) of the purchase orders. Only 5% (valued at $13 million) were made outside the province for highly specialized equipment.

Figure 19
Purchasing Branch
Value of Purchases (Millions of Dollars)

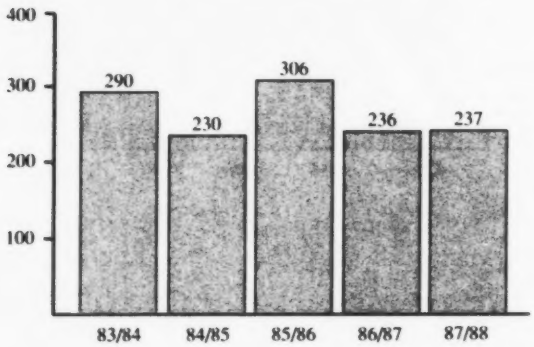


FIGURE 21 presents the number of transactions processed by the branch; FIGURE 22 shows the purchases made by commodity groups and by their percentages of the total. Expenditures for these groups, in dollars, were as follows:

Figure 20
Purchasing Branch
Purchases, by Origin

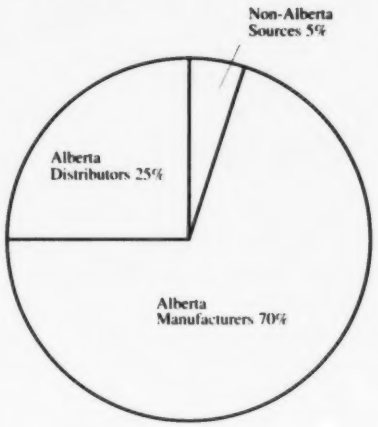
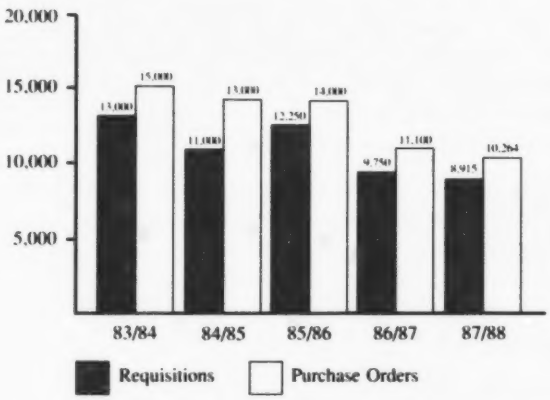
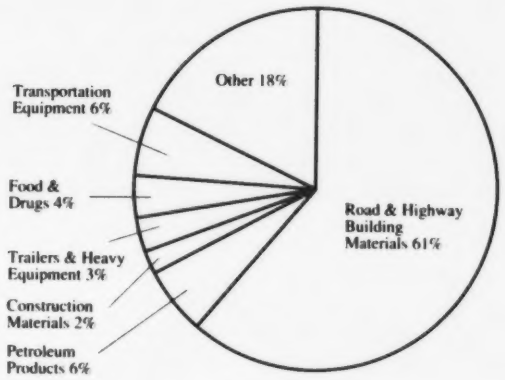


Figure 21
Purchasing Branch
Purchasing Transactions



Road and highway building materials	$ 145,000,000
Petroleum products	14,600,000
Transportation equipment	13,400,000
Food and drugs	8,600,000
Trailers and heavy industrial equipment	6,200,000
Construction materials	5,200,000
Other	44,000,000
	$ 237,000,000

Figure 22
Purchasing Branch
Purchases, by Commodity Group



Emphasis during 1987-88 continued to be directed at maximizing opportunities for Alberta vendors, especially those in rural Alberta, to compete on government tenders. Methods used included (1) developing specifications that could be met by Alberta manufacturers; (2) tailoring tender procedures and time frames to allow Alberta vendors ample opportunity to bid; and (3) convening pre-bid conferences to ensure that a full understanding existed of tender requirements.

In addition, the branch continued to promote an awareness of the Alberta Government purchasing process by participating in Small Business Fairs and Reverse Trade Shows. During the reporting period, Alberta vendors on record wishing to receive tenders increased by 6%, to 12,028.

The Standing Offer Purchase System maintained its significance in purchasing strategy, although some decrease in its use became evident as a result of trends in downsizing and expenditure restraint. The system establishes a yearly set price with a vendor for identified common-use items. Government departments and agencies can then acquire items from vendors for set prices without the tender process, thereby saving time and administrative costs. During the year, 7,973 set-price items were available and goods valued at $8.4 million were purchased through this system.

During 1987-88, work continued on replacing the existing supply information purchasing system with a more advanced type. Completion is scheduled for September 1988.

Southern Regional Office

This office, located in Calgary, provides for the southern part of the province the same service in the acquisition of goods and materials provided elsewhere by the Purchasing Branch.

During the 1987-88 fiscal year, efforts were continued to identify local sources of supply and increase the proportion of goods purchased in southern Alberta, particularly from vendors outside the major metropolitan areas. To further assist small suppliers in doing business with the Alberta Government, the Southern Regional Office again took part in the annual Calgary Economic Development Authority Reverse Trade Show.

The year's major project was acquisition of goods and materials for the Alberta Government's involvement in the XV Olympic Winter Games in Calgary. After the Games, project work continued with acquisitions for the Canmore Nordic Centre, including snow-making and trail-grooming equipment, ski rescue equipment, cafeteria furniture, and uniforms.

The office was also involved in the purchase of goods and materials for two new remand centres opened by Alberta Solicitor General. Items purchased included furniture, caretaking and gymnasium equipment, and sporting goods.

Total value of goods purchased by the office during 1987-88 was $10.5 million, an increase of 12% over the previous year. The value of these purchases is included in the Purchasing Branch totals.

Warehousing and Distribution Branch

The branch provides a centralized program for supplying from stock selected common-use items. Item selection is based on overall savings from bulk purchasing and redistribution.

As can be seen in FIGURE 23 on the next page, during the 1987-88 fiscal year shipments decreased by 4% to 189,000 from 196,000 in 1986-87. FIGURE 23 also shows that the

number of items in stock was unchanged from the previous year. Revenue decreased by 12% to $9.9 million from 11.2 million. The decreases are attributed to the government's financial restraint policy. FIGURE 24 shows the branch's sources of revenue as percentages of the total.

Figure 23
Warehousing and Distribution
Line Items Shipped
(In brackets: Items in Stock)

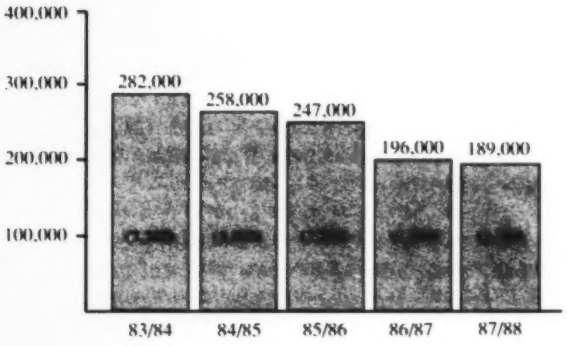
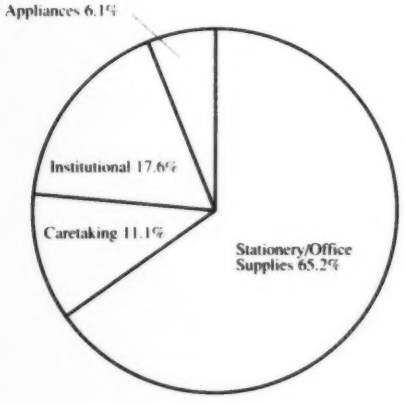


Figure 24
Warehousing and Distribution
Sources of Revenue



Service was maintained at high levels. The percentage of orders filled when received for various categories of items was as follows:

Appliances	98.7%
Janitorial supplies	98.0%
Stationery	96.5%
Institutional supplies	89.9%

The lower percentage for institutional supplies was due to delays in receiving clothing orders from manufacturers.

Branch productivity continued at the same level, while costs were reduced primarily through effective use and updating of the computerized order entry and inventory management system. This system has been adopted by the Ontario Department of Natural Resources for materials management.

Replenishment orders for caretaking supplies were converted to annual fixed contracts, reducing acquisition costs by 2%. A similar conversion last year of stationery and office supplies reduced acquisition costs by 11%; institutional supplies will be converted in the 1988-89 fiscal year.

Contracted Services Branch

This branch handles the government's specialized acquisition needs for electronic data processing (EDP) equipment and services. It tenders and establishes contracts for (1) data processing, telecommunications and word processing equipment, and (2) for EDP service and support, computer software and consulting services.

During the 1987-88 fiscal year, 2,801 contracts were issued with a value of $63.7 million. In the past four years, the number of contracts has increased by 87%, but as can be seen in FIGURE 25 the value of annual contracts has decreased by 22% from $82 million in 1984-85. This expenditure reduction is due to several factors: decreasing product costs, an increased demand for microcomputers rather than for larger equipment items, an improved acquisition practices.

The largest expenditure was $31.1 million on data processing equipment, followed by $13.9 million on consulting services. FIGURE 26 shows the types of contract issued as percentages of the total. Of note is the fact that microcom-

Figure 25
Contracted Services
Value of Contracts (Millions of Dollars)

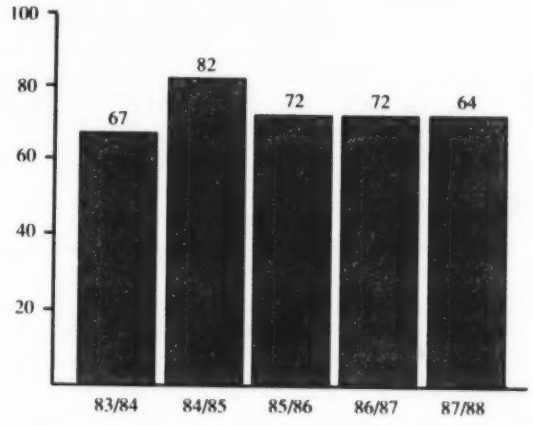
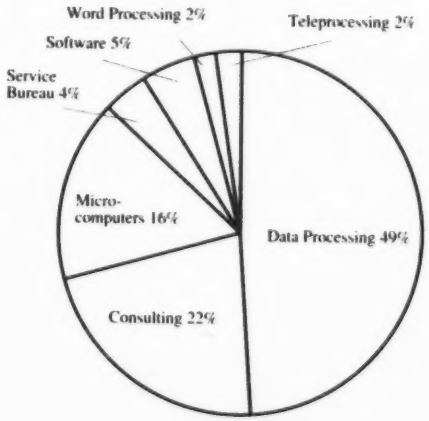


Figure 26
Contracted Services
Types of Contracts



puter contracts in 1987-88 comprised 16% of the total; the previous year they comprised 8%. On the other hand, contracts for word processing decreased to 2% of the total from 5%. There is some indication that departments are turning for word processing needs to multi-faceted microcomputers.

In order to maximize the benefits of competitive bidding and minimize transaction costs, these initiatives were undertaken:

- Development started on a "User's Guide for the Acquisition of EDP Equipment and Software". It will provide instructions and advice for the contracting process.
- To introduce improvements, a survey was made of users of the "User's Guide for the Acquisition of Data and Word Processing Consulting Services".
- Suppliers bid on standarized microcomputer requirements for two to three years with a set price or a price with a pre-agreed price escalator.
- Refinement continued of standing offers for microcomputers, peripheral devices, teleprocessing equipment and software packages. The aim is to make it easier for departments to access high-volume, common-use items; to obtain favourable prices by purchasing in volume; and to provide departments with standard products and continuity of supply.
- Terms of reference and a project team were established for the investigation of opportunities and options to increase efficiency and reduce costs of maintenance and support for EDP equipment.

Air Transportation Services Branch

The branch provides air travel and support services to government departments and agencies. It operates a fleet of 15 aircraft: six helicopters, four water bombers, and five fixed-wing aircraft. The branch provides 23% of the government's aircraft requirements. All other requirements are chartered to the private sector.

Major activities include suppression of forest fires, executive and departmental travel, and aerial surveys. Five helicopters and the four water bombers are operated and maintained by private-sector contractors. In 1987-88, these contracts had a value of $1.33 million. Contracts were also issued for $1.07 million for major overhauls.

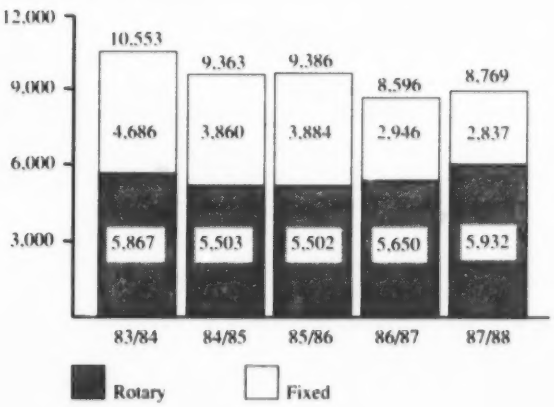
Two of the water bombers are leased from the federal government. The other two were received at the end of the

reporting period. They are owned by the province and were procured through the Co-operative Supply Agreement with the federal government. All four were available for fighting forest fires in 1988. A significant refinement was added to the water bombers. With the help of the branch, the contractor built a foam-drop system into the aircraft. The system was later marketed in other provinces.

The five fixed-wing aircraft flew slightly fewer hours that in the previous year, 2,837 against 2,946. Prime reasons were greater use of private-sector charters and less use by departments. Rotary-wing aircraft flew 5% more hours, 5,932 against 5,650, because of more use by Alberta Forestry, Lands and Wildlife. FIGURE 27 illustrates the history and trends in flight hours over a five-year period for fixed-wing and rotary aircraft.

During the year, the computer system for the maintenance and parts inventory was converted to one that was more "user friendly". Also, enhancements to the automated aircraft despatch system improved flight statistics and information supplied to management.

Figure 27
Air Transportation Services
Flight Hours: Rotary and Fixed Wing



Operational Support Services Branch

The branch provides central services to senior management and other branches in Supply Management. These services include:

- Administrative and financial advice and liaison, development and provision of standards and technical information in support of government procurement.
- Research and analysis for projects that support Supply Management functions.
- Coordinating the preparation of Supply Management's annual program and revolving fund budgets.
- Expenditure monitoring.
- Budget forecasting
- Advice on personnel, finance, and general administration, including effectiveness assessments, procedures documentation, facility planning, staffing level reviews and training coordination.

Much of the branch's analytical and research activity during the 1987-88 fiscal year concerned government procurement, particularly as this related to negotiations with the General Agreement on Tariffs and Trade, with the United States, and with other provinces. In this context, the branch liaised with Alberta Economic Development and Trade and with the Office of the Alberta Trade Representative.

Input was provided for Alberta's participation in task forces established by Conferences of Federal/Provincial/Territorial Procurement Ministers. Through these task forces and their working groups, and through related interprovincial and federal/provincial meetings of ministers and officials, Alberta continues to press for more equitable distribution of federal procurement across Canada, and for better means to support economic development through cooperation in government procurement.

Other significant activities during the reporting period included the following:

- Resulting from an assessment of office equipment maintenance in 1986-87, methods of obtaining information and consolidating contracts for computer systems maintenance are being implemented by the Contracted Services Branch.

- In response to concerns by government departments, several assessments of product quality were conducted. Many resulted in development or adoption of procurement standards for specific office supplies.

- Existing procurement standards were updated to minimize costs and maintain quality. Update activities involved suppliers as well as users and other staff.

- Information and advice on procurement standards were supplied in response to more than 330 requests from government departments and private-sector businesses.

- Improvements were made to branch information handling systems. Aim was to increase productivity and compatibility with contributors to and users of this information.

Figure 28
Air Transportations Services
Major Cities and Towns Serviced

APPENDICES

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APPENDIX 1

Capital Development: Consultants Commissioned

Prime Consultants Architects/Engineers

3D-N Engineering Ltd.
Alford International Inc.
Al-Terra Engineering Ltd.
Associated Corrosion Consultants Ltd.
Associated Engineering Alberta Ltd.
Bell, Herman J., Associates Architects Inc.
Bond Mogridge Architects Ltd.
Boucock, Bill, Partnership, Architects
Brisbin Gates Engineering Consultants Ltd.
Briskie, Robert, Architect Ltd.
Burgess Bredo, Architect Ltd.
Burrows & Lau Architects
CJM Architects Inc.
Carson-McCulloch Associates Ltd.
Cheriton Engineering (1985) Ltd.
Chimok, Bill, Architects
Christie Milton Partnership, Architects and Interior Planners
Cohos Evamy Partnership (The)
Colt Engineering Corporation
Cook Culham Pedersen & Valentine, Architects and Engineers
Daltam Consulting Ltd.
Delta Engineering
Domus Design Group Limited
Donnelly Quinn Young Architects Ltd.
Dub Architects Ltd.
Dupuis & Tardif Architects Ltd.
Eng, Anthony K., Architect Ltd.
FMS Engineers (Lavalin Services Inc.)
Gibbs Gage Partnership, Architects and Planners
Group 2 Architects
Henderson, J.D., Engineering Ltd.
Heritage Engineering Limited
Holland Norbom & Associates, Architects, Planners
Hukalo Oberg Engineering Ltd.
Hutton, Anthony J., Architect (1983) Ltd.
IMC Consulting Group Inc.
Jappsen, Werner, Architect Ltd.
Kan, James, Architect Ltd.
Kroening Consultants Ltd.
Lamb McManus Associates Ltd.
Lambur Scott Architects Ltd.
Landplan Associates (1980) Ltd.
Maltby & Prins Architects
Mayell Architect Ltd.
McIntosh Workun & Chernenko Architects Ltd.
McKeown, Les, Architect Ltd.
McMillan, Hugh W.R., Architect Ltd.
Morgan Dowhan Engineering Ltd.
Murray, John, Architect Ltd.
Olsen, K.R., Engineering Ltd.
Palm Engineering Ltd.
Patsula Architect Ltd.
Pendergast, Barry, Architect Ltd.
Power-Test Inc.
Reid Crowther & Partners Ltd.
Roberts, R.R., Architect Ltd.
Safronek, Pomeroy & Associates Ltd.
Scheffer Consultants Ltd.
Siren, S., Architect Ltd.
Spectra Architectural Group Limited
Stanley Associates Engineering Ltd.
Stephens Kozak Architects Ltd.
Swinton Architects Ltd.
T.W.S. Engineering Ltd.
Tse, C.W., Architects Ltd.
UMA Engineering Ltd.
Vaitkunas Jamieson Architects
Vanderwell, Richard J., Architect Ltd.
Watson Horton Architects
Weed Lobo Architects Ltd.
Wilkin, R.L., Architect Ltd.
Wood Gardner O'Neill O'Neill Architects Ltd.

Subconsultants/Architectural

Goodfellow, RJ., Architects
Vanderwell, Richard J., Architect Ltd.

Subconsultants/Electrical Engineers

Anderson Engineering Ltd.
Butler Engineering Ltd.
Cheriton Engineering (1985) Ltd.
Co-Ordinated Engineering Ltd.
Deagle, R.J., Engineering Ltd.

Grice Nash Williams Engineering Ltd.
Hemisphere Engineering Inc.
Jarvis Engineering Limited
Lamb McManus Associates Ltd.
MK Engineering Ltd.
Morgan Dowhan Engineering Ltd.
Reid Crowther & Partners Ltd.
Ryland, Ronald R., Professional Engineer Ltd.
Safronek, Pomeroy & Associates Ltd.
Saskmont Engineering Ltd.
Stebnicki Cassie & Associates Ltd.
Sunwise Engineers Ltd.
T.W.S. Engineering Ltd.
Tan & Associates Engineering Ltd.
Tokan Engineering
Watson, R.M.
Winkelaar Howard & Associates Ltd.

Subconsultants/Mechanical Engineers

AAB Engineering
Angus Butler Engineering (1980) Ltd.
Bacz Engineering Ltd.
Butler Engineering Ltd.
Cheriton Engineering (1985) Ltd.
Elliot-Abrams Engineering Ltd.
Henderson, G.T., Engineering Consultants Ltd.
Hemisphere Engineering Inc.
Hukalo Oberg Engineering Ltd.
Keen Engineering Co. Ltd.
Kroening Consultants Ltd.
Lamb McManus Associates Ltd.
Olsen, K.R., Engineering Ltd.
Reid Crowther & Partners Ltd.
Safronek, Pomeroy & Associates Ltd.
Saskmont Engineering Ltd.
Steinbrenner Consultants Ltd.
Sunwise Engineers Ltd.
Tan & Associates Engineering Ltd.

Subconsultants/Structural Engineers

Alexander Engineering Ltd.
Becker, ElZein & Associates Ltd.
Bobrowski, Jan, & Partners Ltd.
Campbell Woodall Associates Consulting Engineers
Duthie, Newby, Weber & Associates Ltd.
Engineers Collaborative (The)
HMS Consulting Engineers
ISIS Consultants Ltd.
Jacobsen White & Hage Consulting Engineers
M.B. Engineering Ltd.
Mid Canada Consulting Group Ltd.
Reed-McCallum Engineering Ltd.
Reid Crowther & Partners Ltd.
Saskmont Engineering Ltd.
Snihur Consulting Ltd.
Southland Engineers Ltd.
Stanley Associates Engineering Ltd.

Cost Consultants

8th Dimension Group
Barnett Treharne Yates Ltd.
BNP Construction Consultants Ltd.
Chopra Associates
Costplan Management Ltd.
Hanscomb Consultants Inc.
Helyar & Associates
Jubilee Consultants
Louden, A.W.
Macoma Consultants Inc.
PCM Construction Control Consultants Limited
PCM Construction Consultants (Edmonton) Limited
Spiegel Associates Limited
Tech-Cost Consultants Ltd.

Geotechnical Consultants

EBA Engineering Consultants Ltd.
Golder Associates (Western Canada) Ltd.
Hardy-BBT Limited
Klohn Leonoff Ltd.
Shelby Engineering Ltd.
Smith, J.A., & Associates Ltd.
Thurber Consultants Ltd.
UMA Engineering Ltd.

Interior Design Consultants

Karpowich, Donna

Landscape Architects

Carson-McCulloch Associates Ltd.
Lombard North Group (1980) Ltd.
Novak, L., Landscape Architect Ltd.
Walters, Douglas, Landscape Architect Ltd.

Materials Testing Consultants

AME Testing Ltd.
Curtis Engineering Associates Ltd.
EBA Engineering Consultants Ltd.
Geocon Inc.
Global Engineering & Testing Ltd.
Golder Associates (Western Canada) Ltd.
Hardy-BBT Limited
Hoggan Engineering & Testing (1980) Ltd.
Klohn Leonoff Ltd.
Paine, J.R., & Associates Ltd.
Quality Monitoring Services Ltd.
Sereda Marsh & Associates Ltd.
Shelby Engineering Ltd.
Smith, J.A., & Associates Ltd.
Thurber Consultants Ltd.
UMA Engineering Ltd.

Municipal Engineers

Bow Valley Consulting Ltd.
Francl, W.J., Consulting Ltd.
Potter, B.M., Consultants Ltd.
Saskmont Engineering Ltd.
Stanley Associates Engineering Ltd.
Sunbow Consulting Ltd.
Thierman and Associates Ltd.

Programming Consultants

Humanite Services Planning Ltd.

Special Consultants

Ball Welding & Metallurgical Engineering Ltd.
Chadi, Riad
Comtec Associates Ltd.
Dalcom Industrial Health Consulting Inc.
E.O.H. Contracting Services Inc.
Hartman Company (The)
Hydrogeological Consultants Ltd.
J.D. Sons & Associates Management Ltd.
Michener Planning Associates Ltd.
Morstead Consulting Ltd.
Pinchin-Harris & Associates Ltd.

Survey Consultants

Brown Okamura & Associates Ltd.
Butler Krebes Lewis Associates Ltd.
Cam-Alta Surveys Ltd.
Cameron Christianson, A.L.S.
Can-Am Surveys Ltd.
CEP Consultants (1985) Ltd.
Clark Swanby & Company (1979) Ltd.
Control Land Surveys (1983) Ltd.
Coordinate Surveys Ltd.
Drake, K.B., A.L.S.
FYN Engineering Limited
Glidden, Robert A., Surveys Ltd.
Hamilton & Olsen Surveys Ltd.
High Country Surveys
Horn, J.C.
Kellam Berg Engineering and Surveys
L & L Technical Services Ltd.
Maltais Associates Surveyors Ltd.
Martin & Company Ltd.
McWilliam Surveys Ltd.
Midwest Surveys & Services Ltd.
Northpoint Land Surveying Ltd.
Olson, L.R., & Associates Ltd.
Phoenix Group (The)
Prism Engineering & Surveys Ltd.
Skinberg and Associates Ltd.
Snell & Oslund Surveys (1979) Ltd.
Stanley Associates Engineering Ltd.
Stewart, Weir & Co.
Stuart Engineering & Surveying Ltd.
Suvan and Associates
UMA Engineering Ltd.
Walker, Newby & Associates Ltd.
Watt, D.A., Consulting Group Ltd.
Wilson, Don, Surveys Ltd.
Yellowhead Surveys & Associated Services Ltd.

Video Pipe Inspection Consultants

I.S. Inspection Services Ltd.
In-Line Pipe Inspections Ltd.
Thuro Services (Western) Ltd.
Video Inspection Services

APPENDIX 2

Capital Development: Contracts Awarded

AIRDRIE

Transportation Depot, Landscape Irrigation AllGreen Irrigation Ltd.	$ 16,980.00
Transportation Centre, Vehicle Exhaust System Replace J.K. Campbell & Associates Ltd.	114,700.00

ALLISON CREEK

Brood Trout Farm, Phase II Water Systems Upgrade Lockerbie Management Ltd.	89,878.00

ATHABASCA

Transportation Depot, Chain Link Fencing Custom Fence	3,598.25

BARRHEAD

Alberta Correspondence School, Storm Sewer Extension API Contracting Ltd.	38,240.00
Alberta Correspondence School, Renovations and Alterations L.C. Greenough Construction Ltd.	104,998.00

BONNYVILLE

Fish & Wildlife, Warehouse Upgrade All-Pro Construction Ltd.	42,400.00
Fish & Wildlife, Warehouse Upgrade (Exterior Insulation and Cladding) Derryl Toews Construction Ltd.	21,450.00

BRETON

Treasury Branch, Addition and Renovations Ericstad Construction Ltd.	329,600.00

BROOKS

Alberta Special Crops and Horticultural Research Centre, McLeod Farm Pump Station Improvements Budd Brothers Ltd.	16,500.00
Alberta Horticultural Research Centre, Utility Modifications Porter Tanner & Associates Ltd.	116,000.00
Palaeontology Field Station, Install Iron Filter SAI Engineering Sales Ltd.	13,300.00
Palaeontology Field Station, Landscape Alpha Better Landscaping Ltd.	82,965.25
Palaeontology Field Station, Sewage Haulage Vibrook Vacuum Septic Service	19,385.00
Transportation Depot Vanderspoel Construction Ltd.	1,014,582.00

CADOTTE LAKE

AVC/CVC Satellite Location, Portable Classroom Facilities, Site Services Everett Michalchuk Construction Ltd.	33,397.00

CALGARY

Alberta Vocational Centre, Computer Accommodation Mistik Construction Ltd.	30,900.00
Alberta Vocational Centre, Renovations and Code Upgrading Eden Construction Ltd.	346,700.00
Alberta Vocational Centre, Computer Accommodation Digital Equipment of Canada	5,100.00

ALCB Store, Willow Park R.W. Landmark Construction Ltd.	1,317,168.00
Baker Centre, Site Grading and Laneways Standard General Construction Ltd.	218,920.00
Baker Centre, Landscaping Palliser Environs Inc.	413,305.82
Baker Centre, 30-Bed Unit Demolition Phases I and III Aspen Excavating Co.	4,800.00
Baker Centre, Nine New 6-Bed Group Homes (Additional Items) Mistik Construction Ltd.	19,028.00
Core Research Centre, Slab Joint Repair CCD Engineering Ltd.	18,100.00
Correctional Centre, Supply and Install Replacement Condensor Water Pump Lockerbie Management Ltd.	2,752.00
Correctional Centre, Paving Metro Paving Ltd.	32,239.45
Correctional Centre, Upgrade Overloaded and Obsolete Mechanical & Electric Systems, Phase II Eden Construction Ltd.	1,889,973.00
Court of Queen's Bench, Parking Structure Repairs CCD Engineering Ltd.	23,900.00
Court of Queen's Bench, Renovations to Existing Courthouse Repairs to Existing Stonework G.A. Masonry Ltd.	26,347.00
Court of Queen's Bench, Air Handling Modifications J.K. Campbell & Associates Ltd.	178,780.00
Court of Queen's Bench Building Management Control Systems Summit Engineering Controls (Calgary)	92,110.00
Court of Queen's Bench, Fire Pump Installation Chisholm Mechanical Contractors Ltd.	87,900.00
Courthouse Annex, Energy Management Control System Honeywell Limited	49,690.00
Courthouse, Renovations to Existing Court Facilities (Soundproofing) L.T. Interior & Drywall Ltd.	19,997.60
Energy Resources Research Building, Chemical and Hazardous Materials Storage Building Babowal Builders & Engineers Ltd.	111,964.00
First City Trust Building, Open Parking Lot, Phase II Metro Paving Ltd.	64,331.00
Glenbow Museum, Upgrade Artifact Holding Area Phase II Renovations Penn-Co Const. Div AK Penner & Sons Ltd.	725,000.00
Glenbow Museum, Loading Dock Co Exhaust System Addition Western Combustion Sales & Services Ltd.	10,400.00
Glenbow Museum, Fire Alarm Upgrading Transalta Energy Systems	36,765.00
Heritage Building, Building Envelope Repairs Engineered Project Management Ltd.	89,661.00

John J. Bowlen Building,	
External Wall Retrofit, Phase 4/East Wall	
Thiele Management Services Ltd	47,800.00
John J. Bowlen Building,	
Family and Youth Court	
Carpet Supply and Installation	
Dannburg Floor Coverings Ltd.	10,373.00
John J. Bowlen Building,	
Building Management Control System	
Ringman Controls Ltd.	98,000.00
McDougall Centre,	
Upgrade Lighting to Premier's Boardroom	
Enterprise Electric Alta. Ltd.	8,475.00
McDougall Centre,	
Install Commemorative Plaque	
Alu-Bronze Foundry	1,858.68
McDougall Centre,	
Install Acoustical Wall Fabric	
Fabra Wall Ltd.	4,200.00
McDougall School, Office Building	
Relocate Control Unit and Provide Microphones	
Kamco Music & Sound Systems	2,841.00
McDougall School, Office Building	
Modify Sound Recording System	
Kamco Music & Sound Systems	3,180.00
Old Courthouse,	
Renovations	
Artek Contracting Ltd.	137,164.00
Old Courthouse Conversion,	
Landscape Upgrading	
O'Brien Contracting Canada Ltd.	119,688.45
Old Courthouse Renovations,	
Extension to Cooling Tower	
Trotter & Morton Ltd.	42,233.00
Remand Centre,	
Security Upgrading, 7th Floor Windows	
Rimk Industries Ltd	53,220.00
Sam Livingston Fish Hatchery,	
Replace Existing Rearing Troughs	
Actiplast FRP Industries Ltd.	43,410.28
Sam Livingston Fish Hatchery,	
Emergency Transfer Scheme Upgrading	
Westal Electric Ltd.	20,800.00
Sam Livingston Fish Hatchery,	
Improvements to Water Well	
(New Water Main)	
Budd Brothers Ltd.	239,000.00
Sam Livingston Fish Hatchery,	
Mechanical Retrofit	
Prime Mechanical Ltd.	177,406.00
Sam Livingston Fish Hatchery,	
Building Management Control System	
Honeywell Limited	122,584.00
Southern Alberta Jubilee Auditorium,	
HVAC, Phase 2	
Western Combustion Sales & Services	266,354.00
Southern Alberta Jubilee Auditorium,	
Reseating Betty Mitchell Theatre	
The Saw Mill Inc.	27,062.00
Southern Alberta Jubilee Auditorium,	
Parking Booths	
Canadian Parking Equipment Ltd.	14,195.00
Southern Alberta Jubilee Auditorium,	
Parking Booths, Sitework and Electrical	
Sonmor Excavating Ltd.	21,500.00
Southern Alberta Jubilee Auditorium,	
Magnetic Motor Starter	
Wattman Contractors Ltd.	8,480.00
Southern Alberta Jubilee Auditorium,	
Pipe Anchors and Gutter Drains	
PCL-Maxam A Joint Venture	4,081.00
Southern Alberta Jubilee Auditorium,	
Pump Replacement and Upgrading	
Anderson Plumbing Co. Ltd.	8,469.00

Treasury Branch,
Alberta Hotel, Renovations
Penn-Co Construction Ltd. 79,500.00

Young Offender Centre,
Cell Call, Program Dist. Administration Door,
Classroom Intercoms and Paging System
All Systems Contracting Inc. 306,812.00

Young Offender Centre,
Closed Circuit T.V. System
RCA Inc. 93,651.00

Young Offender Centre,
Supply and Install Drapery Track and
Mounting Rails
Nick's Woodcraft (1975) Ltd. 6,237.00

Young Offender Centre,
Food Services Carts
Standard Metal Products Ltd. 25,600.00

Young Offender Centre,
Olympic Accommodation
SDI Steel Door Industries Ltd. 13,000.00

CALLING LAKE

Portable Classroom Facility, Site Services
CICOM Contracting 15,400.00

Portable Classroom Facility
Winalta Homes Ltd. 85,850.00

CAMROSE

Rosehaven Care Centre,
Room Mock-up
Jubilee Construction Ltd. 3,456.00

CANMORE

Travel Information Centre,
Site Development and Accommodation Unit
(Landscape Development)
Bremner Engineering & Construction Ltd. 11,848.00

Nordic Centre,
Signage Contract #3
L & M Signs Ltd. 53,119.53

Nordic Centre,
Trail Contract #8, Trail Modifications
Bremner Engineering & Construction Ltd. 28,275.00

Nordic Centre,
Biathlon Butts
Gil Hansen & Co. Gen. Contractors Ltd. 108,308.00

Nordic Centre,
Bridge #2 Modifications
Bremner Engineering & Construction Ltd. 25,000.00

Nordic Centre,
Target Carrier Assembly
Gil Hansen & Co. Gen. Contractors Ltd. 98,377.00

Nordic Centre,
Stadium Lighting
Midalta Electric Ltd. 6,180.00

Nordic Centre,
Day Lodge Ventilation Modifications
Crosstown Heating & Ventilation Ltd. 11,525.00

CHESTERMERE LAKE

Transportation Depot,
Drainage Improvements
Standard General Construction Ltd. 71,950.00

CLARESHOLM

Care Centre,
Replace Starholm Unit
(Fire Access Road and Landscaping)
Wells Construction Ltd. 135,857.94

Care Centre,
Reroof Old ALCB Store
Canterbury Roofing Ltd. 6,826.00

Care Centre,
Starholm Unit (New Loading Dock)
Sunridge Building Systems Inc. 118,750.00

Fish & Wildlife Warehouse,
Upgrade (Re-tender)
Budd Brothers Ltd. 68,980.00

CLYDE

Houg Site (NW-26-59-24-W4),
Cement Plant Demolition
Twin City Excavating Ltd. 24,820.00

COCHRANE

Treasury Branch,
Renovations
R.M.L. Custom Builders Ltd. 273,462.75

COLD LAKE

Northern Alberta Fish Hatchery,
Contract #3, Water Filtration Systems
Triangle Mechanical Ltd. 178,000.00

Northern Alberta Fish Hatchery,
Storage Building
Oasis Construction Ltd. 370,600.00

Northern Alberta Fish Hatchery,
Back-up Emergency Generator
Electric Services Ltd. 124,500.00

CROWSNEST PASS

Frank Slide Interpretive Centre,
New Gift Shop (Re-tender)
Frans Feyter Construction Ltd. 21,390.00

Frank Slide Interpretive Centre,
Water Treatment Upgrading
SAI Engineering Sales Ltd. 24,500.00

Frank Slide Interpretive Centre,
Landscape Modifications
BOS SOD Farms Ltd. 29,465.00

Frank Slide Interpretive Centre,
Protection of Water Supply Dam
A. Wakaluk Welding Ltd. 5,889.25

Leitch Collieries Interpretive Centre,
Security Lighting
Dorren Electric (1985) Ltd. 13,476.00

DEVON

Coal Research Centre,
Modifications to Power System
Canem Systems Ltd. 182,225.00

DRUMHELLER

Courthouse,
Locker Replacement (Re-tender)
Waymarc Industries (Alberta) Ltd. 3,565.00

Tyrrell Museum of Palaeontology,
Additional Signs
L & M Signs Ltd. 10,300.00

Tyrrell Museum of Palaeontology,
Deceleration Turning Lane on Highway
Clayton Schrock Trucking Ltd. 16,040.70

Tyrrell Museum of Palaeontology,
Connecting Road to Overflow Parking
Fair Eye Construction Ltd. 117,724.20

EDMONTON

Alano Club,
Renovations
Hed Property Management Ltd. 18,174.00

Alberta Forest Service Depot,
Upgrade Fuel Facilities
Cormode & Dickson Construction Ltd. 24,700.00

Alberta Forest Service Depot,
Pavement Upgrading, Forest Fire
Fighting Centre
Sherwood Park Paving Ltd. 33,498.89

Alberta Public Works, Supply and
Services Shops,
(Specialty Repair Area)
Aman Building Corporation 33,400.00

Alberta Public Works, Supply and Services,
Hangar Modifications
Rescom Construction Ltd. 133,364.00

Alberta Public Works, Supply and Services,
Hangar Modifications, Phase 2
Leokadia Contracting Ltd. 157,357.00

Alberta Research Council, Clover Bar
Renovations for Test Rig
MacCalder Construction Group 173,296.00

Alberta Research Council, Clover Bar Air Handling System Artek Contracting Ltd.	433,651.00
Alberta Research Council, Clover Bar Services Building (Septic Tank) M.A.P. Water & Sewer Services Ltd.	24,875.00
Alberta Research Council, Clover Bar Renovations to Pilot Plant Heating and Ventilation Systems Schendel Plumbing & Heating Ltd.	297,200.00
Alberta Research Council, Clover Bar Renovations to Laboratory Building Asbestos Removal Mihalco Enterprises Ltd.	8,700.00
Alberta Research Council, Millwoods Hood Testing/Balance Microbiology Room Thermo Mechanical Services Ltd.	14,450.00
Alberta Tree Nursery and Horticultural Centre, Drainage Improvements Solinex Geotechniques Inc.	50,465.80
Alberta Tree Nursery, Chemical Storage Building Perimeter Insulation (Re-tender) Keller Construction Ltd.	20,122.00
Alberta Tree Nursery, Greenhouse Disposal, Parking Lot North Edmonton Landscape Supplies	4,000.00
Alberta Tree Nursery, Chemical Storage Building Perimeter Insulation Contract #2 Grading & Gravelling Alberco Construction Ltd.	12,211.00
Blood Transfusion Service Building, Pedestrian Link Pentagon Building Corporation Ltd.	379,850.00
Central Services Facility, Landscape Repairs Pereira & Moniz Landscape Contractors Ltd.	26,100.00
Eric Cormack Centre, Upgrade Mechanical System (Phase V) Gateway Refrigeration Ltd.	102,196.00
Forest Services Warehouse and Maintenance Depot, Energy Studies and Retrofit, Building Management Control Systems Serv-All Mechanical Services Ltd.	70,180.00
Forestry Warehouse, Replace Sectional Overhead Door Overhead Door Company of Edmonton	38,840.00
Government Centre, Asphalt Overlay O'Hanlon Paving Ltd.	66,217.21
Government Centre, Upgrade Viewing Wall and Planters - 98 Avenue Delnor Construction Ltd.	46,120.00
Government Centre, Repair Roofing Membrane Delnor Construction Ltd.	15,000.00
Government Centre, Security Centre Equipment Upgrading (Maintenance, Supply & Installation) Honeywell Limited	985,425.00
Groat Road Building, Renovations Rescom Construction Ltd.	7,471.00
Henwood Rehabilitation Centre, Upgrade Sprinkler System Wormald Fire Systems Canada Inc.	93,700.00
J.G. O'Donoghue Building, Ventilation Improvements Paragon Ventilation Ltd.	25,277.00
J.G. O'Donoghue Building, Underground Fuel Tank Keller Construction Ltd.	9,591.00

John E. Brownlee Building,
(Hearing Room, HVAC Renovations)
Anchor Gas Fittings & Controls Ltd. 38,463.00

Lambton Park,
Fuel Tank Upgrading
Keller Construction ltd. 23,400.00

Land Titles Building,
Contract #1, Selective Demolition
Leokadia Contracting Ltd. 96,263.00

Law Courts Addition, Phase VI
AV/TV Sound and Signals Systems
(Supply and Install)
All Systems Contracting Inc. 502,680.00

Law Courts Addition, Phase VI
AV/TV Sound and Signals Systems
(Maintenance)
All Systems Contracting Inc. 25,000.00

Law Courts,
Master Shelving
Custom & Commercial Woodwork 1,800.00

Law Courts,
Upgrade Building Management Control System
Honeywell Limited 7,775.00

Law Courts,
Judge's Millwork
Accabord Millwork Ltd. 4,871.00

Law Courts, Phase VI,
Contract B, Renovations and Revisions to
Provincial Court
P.D.Q. Mechanical Ltd. 39,214.00

Law Courts, Phase VI,
Contract B (Drapery Liners)
Allwest Institutional Furnishings Ltd. 2,268.00

Learning Resources Distribution Centre,
Miscellaneous Alterations
Canire Project Management Ltd. 22,578.00

Legislature Annex,
Pedway Access (Temporary Ceiling
Replacement)
Delnor Construction Ltd. 9,380.00

Legislature Annex,
Envelope Repair
A.D.L. Management Ltd. 79,000.00

Legislature Annex,
Envelope Repairs
A.D.L. Management Ltd. 15,000.00

Legislature Annex,
Air Balancing
Thermo Mechanical Services Ltd. 39,624.00

Legislature Building,
Dome Repair (Catwalk)
C.W. Carry Ltd. 14,982.00

Legislature Building,
Dome Repairs (Lantern, Windows and Glazing)
Qualiglass Industries Ltd. 8,665.00

Legislature Building,
Upgrade Fire Alarm and Detection System
Territorial Electrical Services 57,600.00

Legislature Building,
Barrier-Free Access
Pentagon Building Corporation Ltd. 15,926.00

Legislature Building,
Barrier-Free Access and Kitchen
Renovations, Phase Two
Gillanders Interiors Western Ltd. 84,431.00

Legislature Building,
Kitchen Renovations, Phase One
Territorial Electrical Services 13,840.00

Legislature Grounds,
Additional Sidewalks and Benches
Trade Master Concrete Construction Ltd. 66,187.00

Legislature Grounds,
Utility Upgrading, P.A. System
RCA Inc. 74,200.00

McLeod/Canada Perma Building,
Miscellaneous Envelope Repairs
Delnor Construction Ltd. 37,700.00

Northern Alberta Jubilee Auditorium,
Parking Booths
Canadian Parking Equipment Ltd. 30,107.00

Northern Alberta Jubilee Auditorium,
HVAC, Phase 2
Crosstown Heating & Ventilation Ltd. 291,637.00

Northern Alberta Jubilee Auditorium,
Parking Booths, Site Work and Electrical
Antioch Construction Corporation 62,000.00

Northern Alberta Jubilee Auditorium,
Landscape Irrigation
Hydro-Tec Irrigation Ltd. 26,270.00

Northern Alberta Jubilee Auditorium,
Antioch Construction Corporation 34,150.00

O.S. Longman Building,
Management Control System, Retrofit
C.P.T. Pneu-Tech Mech. & Controls Ltd. 78,721.00

O.S. Longman Building,
Code Upgrading
Eden Construction Ltd. 677,395.00

Old School Book Branch,
Site Demolition
Rae-Dawn Construction Ltd. 178,000.00

Old St. Stephen's College,
Basement Renovations
Tri-Stad Developments Ltd. 73,065.00

Old St. Stephen's College,
Basement Renovations, Minor Work
BMJ Contracting Ltd. 5,205.00

Provincial Museum of Alberta,
Renovations (New Chiller Addition)
M.P.M. Mechanical Project Management Ltd. 195,400.00

Provincial Museum of Alberta,
Window Replacement
Advanced Building Technologies Inc. 70,280.00

Provincial Museum of Alberta,
Reverse Osmosis Unit Modifications
M.P.M. Mechanical Project Management Ltd. 7,700.00

Provincial Museum of Alberta,
Replace Chiller Cooling Water Lines and
Related Landscaping
M.A.P. Water & Sewer Services Ltd. 98,673.55

Provincial Museum of Alberta,
Uninterruptible Power Systems
C.E.C. Electric Inc. 18,190.00

Remand Centre,
Upgrade Heating, Ventilation and Hot
Water System
Schendel Plumbing & Heating Ltd. 414,470.00

Restricted Development Area,
Chain Link Fencing, 35 Avenue and 184 Street
Phoenix Fence (1986) Ltd. 6,375.25

Restricted Development Area NW-30-51-23-W4,
34 Street and 5th Avenue
Demolition and Site Cleanup
Twin City Excavating Ltd. 4,390.00

Restricted Development Area SE1-54-25-W4,
127 Street and 170 Avenue
Demolition and Site Cleanup
Saxony Construction (1985) Ltd. 4,237.00

Restricted Development Area,
Percy Residence, 18104 - 82 Street
Install Sewage Holding Tank
Jubilee Plumbing & Heating Ltd. 6,900.00

Restricted Development Area,
Swityk Residence, 18508 - 82 Street
Install Sewage Holding Tank
Ras-Lam Construction Ltd. 8,450.00

Restricted Development Area,
Hulbert Crescent (High Water Alarms)
C.E.C. Electric Inc. 6,585.00

Restricted Development Area,
SW4-52-23-4 52033, Highway 14
Demolition of Buildings
Twin City Excavating Ltd. 6,350.00

Restricted Development Area,
3020 Meridian Street NW
Install Water Cistern
Vee-Anchor Management Ltd. 8,500.00

Restricted Development Area,
2251 - 137 Avenue, NE
(NW-22-53-23-W4), Barn Demolition
Rae-Dawn Construction Ltd. 1,700.00

Restricted Development Area,
11415 - 119 Street
(Demolition of Barn and Outbuildings)
J. Plaizier Trucking & Excavating Ltd. 3,500.00

Restricted Development Area,
12620 - 184 Street
(Septic Discharge Extension)
Vee-Anchor Management Ltd. 3,475.00

Rutherford House,
Renovations
Martec Construction Services Ltd. 431,685.00

School for the Deaf,
2nd Floor Office Renovations
Eden Construction Ltd. 349,667.00

School for the Deaf,
Asbestos Air Monitoring
Pinchin-Harris & Associates Ltd. 4,409.20

Terrace Building,
Install Electrical Backup Requirements for Computers
State Contractors Inc. 21,560.00

Terrace Building,
Asbestos Removal
Mihalco Enterprises Ltd. 9,000.00

Young Offender Centre,
Closed Circuit TV Maintenance, Supply and Installation
RCA Inc. 105,000.00

Young Offender Centre,
Intercommunications System Maintenance, Supply and Installation
All Systems Contracting Inc. 283,330.00

EDSON

New Forest Headquarters Site,
Repair and Stabilize Drainage Ditch
Phoenix Pipeline Construction 9,600.00

Provincial Building,
Provincial Court, Alterations to Prisoner Holding Facility
Delnor Construction Ltd. 17,518.00

Provincial Court,
Renovations to Existing Court Facilities
Re-upholster Chairs
Marg's Upholstery 1,392.00

Transportation Depot,
Hoist Replacement in Repair Depot
Keller Construction Ltd. 53,154.00

ELK ISLAND

Ukrainian Cultural Heritage Village,
Church Basement St. Vladimer's Ukrainian Greek Orthodox Church
Northern Power Contractors Ltd. 66,876.00

FAIRVIEW

Provincial Building,
Mechanical Renovations and Storage Building
K. Shaw & Sons Contracting Ltd. 88,700.00

FOOTNER LAKE

Minimum Security Correctional Camp,
Upgrade and Install Washcar
Northgate Trailer Industries Ltd. 24,545.00

FORT MACLEOD

Head-Smashed-In Buffalo Jump,
Interpretive Centre Landscape Contract #2
Calgary Fence Supply Ltd. 42,341.00

Head-Smashed-In Buffalo Jump,
Interpretive Centre Signage
Enameltec Porcelain Industries Ltd. 18,500.00

Head-Smashed-In Buffalo Jump,
Interpretive Centre Display Lighting
Armax Electric Ltd. 30,467.25

Head-Smashed-In Buffalo Jump,
Interpretive Centre, Development of Well
and Cattle Waterer
D & M Trenching 11,761.00

Head-Smashed-In Buffalo Jump,
Interpretive Centre, Dersch Land Water Supply
(Development of Well)
Camfield Drilling Services Ltd. 7,960.00

FORT McMURRAY

Minimum Security Correctional Camp,
Relocation of Double Wide Recreation Unit
Northgate Trailer Industries Ltd. 24,300.00

Multi-Use Access Road,
Service Road (Re-tender)
Carlan Enterprises (1987) Ltd. 67,803.00

Provincial Building (Old),
Demolition and Site Reclamation
Rae-Dawn Construction Ltd. 98,310.00

Provincial Building,
Landscape Irrigation
George's Development Limited 20,987.00

Transportation Depot,
Chain Link Fencing
Custom Fence 6,344.00

FORT SASKATCHEWAN

New Correctional Centre,
Contract #1A, Security Fence and Site Grading
Lentz Equipment Repairs Ltd. 138,661.00

New Correctional Centre,
Contract #1A, Security Fence Grading
- Topsoil Stockpile Removal
Lentz Equipment Repairs Ltd. 19,080.00

New Correctional Centre,
Contract #8, Security Fence and Gate Houses
Pentagon Building Corporation Ltd. 4,825,696.00

New Correctional Centre,
Contract #10A, Supply and Install Commissary
Kitchen Equipment
Central Activities Building
Cassidy's Ltd. 302,563.00

New Correctional Centre,
Contract #19A, Building Closed Circuit TV
System
ADT Pacificom 185,678.00

New Correctional Centre,
Contract #19B, Buildings Intercommunications
Systems
Altair Communications Ltd. 505,262.00

New Correctional Centre,
Contract #21, Paving and Soft Landscaping
Standard General Construction Ltd. 3,227,706.56

New Correctional Centre,
Foundations/Vegetable Buildings, Phase I
Pentagon Building Corporation Ltd. 341,770.00

New Correctional Centre,
Roothouse, Vegetable Preparation and
Greenhouse,
Phase II
PCL-Maxam a Joint Venture 3,259,700.00

New Correctional Centre,
Secure Locksmith Room
Binder Construction Ltd. 19,984.00

GIFT LAKE

AVC/CVC Satellite Location
Portable Classroom Facilities (Site Services)
Northern Gold Contractors Ltd. 19,450.00

GLEICHEN

Renovations to Existing Court Facilities,
Gleichen Provincial Court (Soundproofing)
LT Interior & Drywall Ltd. 19,997.60

GOLDEN, B.C.

Travel Information Centre,
Disposal of Buildings and Planters
Valley Mechanical Ltd. (500.00)

GRANDE PRAIRIE

Driver Examination Office,
Correct Building Deficiencies (Irrigation System)
Green Thumb Irrigation Ltd. 12,667.93

Renovations to Existing Court Facilities (Hardware)
Turner & Sons Construction Ltd. 7,845.00

Youth Assessment Centre,
Exterior Lighting Upgrade
Cookshaw Electric (1975) Ltd. 11,700.00

Renovations to Existing Court Facilities (Carpeting)
Michaels Flooring (1983) Ltd. 3,585.00

GRANUM

Treasury Branch,
Maran Construction Inc. 263,967.00

GRIMSHAW

Transportation Depot,
New Salt Shed and Related Site Development
Vanderspoel Construction Ltd. 168,012.00

GROUARD

Alberta Vocational Centre,
Minor Renovations, Phase II
Enterprise Building Contractors Ltd. 184,411.00

HANNA

Transportation Depot,
Metal Storage Systems
Pacific Warehouse Equipment Ltd. 9,900.00

Transportation Depot,
New Lockers
CP Distributors Ltd. 2,587.00

Transportation Depot,
Supply and Install Window Coverings
Design Textures Ltd. 2,978.00

HIGH LEVEL

Alberta Opportunity Corps,
Relocation of Portable Classroom to Fort Vermilion
Dan's Refrigeration Ltd. 10,650.00

HIGH PRAIRIE

Transportation Depot,
Yard Paving Improvements
Lakeside Paving Ltd. 28,775.00

HINTON

Forest Technology School,
Fire Control Classroom
E.J. Dasilva's Interior Contracting 14,700.00

Blue Lake Centre,
Trails and Lighting
Wilf's Landscaping Ltd. 44,809.00

Blue Lake Centre,
Instructor Accommodation
Binder Construction Ltd. 335,892.00

INNISFAIL

Provincial Court,
Prisoner Holding Facility Upgrade
Tang Construction Ltd. 46,464.00

JASPER

Provincial Building,
ALCB Store, Renovations
Tredwin Construction Ltd. 145,413.00

JUDY CREEK

Minimum Security Correctional Camp,
Site Relocation
W.C. Excavating Ltd. 4,640.00

KANANASKIS

Country Recreation Plan,
Village at Ribbon Creek (Clearing Contract #3)
Bernie Schiesser 9,800.00

Country Recreation Plan, Village at Ribbon Creek, Parcel "A" Entrance Metro Paving Ltd.	30,658.00
Country Recreation Plan, Village at Ribbon Creek, Staff Housing Paving, Contract #4 Metro Paving Ltd.	180,859.47
Country Recreation Plan, Village at Ribbon Creek, Landscaping Contract #5 O'Brien Contracting Canada Ltd.	1,899,644.00
Country Recreation Plan, Bicycle Trail Development Peter Lougheed Provincial Park Metro Paving Ltd.	149,124.69
Country Recreation Plan, Pony Stand Utilities Evan Thomas Area (Electrical Supply) Sonmor Excavating Ltd.	11,200.00
Country Recreation Plan, Village at Ribbon Creek, (Signage Contract #7) Custom Land Contractors Ltd.	34,500.00
Country Recreation Plan, Village at Ribbon Creek, (Signage Contract #8) Rocky Mountain Silkscreen & Signworks Ltd.	13,868.40
Highwood House Development, Utilities and Site Development Hurst Construction Co. Ltd.	507,227.00
Highwood House Development, Groundwater Well Drilling Goodison Water Well Drilling	5,485.00
Highwood House Development, Tourist Information and Service Centre Hurst Construction Co. Ltd.	354,296.00
Kananaskis Country, Entrance Signs Herndon Enterprises Ltd.	87,597.00
Nakiska Ski Area, Olympic Chair (Lift Line Clearing and Terminal Grading) Bernie Schiesser	27,200.00
Nakiska Ski Area, Olympic Chair (Electrical Distribution) Ace Construction Company Limited	84,975.00
Nakiska Ski Area, Clean Up Bernie Schiesser	8,491.00
Nakiska Ski Area, (Mount Allan) Ski Trail Modifications Bernie Schiesser	37,000.00
Nakiska At Mount Allan, Olympic Chair Rehabilitation O'Brien Contracting Canada Ltd.	9,400.00
Nakiska Ski Area, Tunnel Bernie Schiesser	16,300.00
Nakiska Ski Area, Snowmaking System, Cathodic Protection Bremner Engineering & Construction Ltd.	98,480.00
Nakiska Ski Area, Mount Allan (Canopies) Wemas Metal Manufacturing Co. Ltd.	6,138.00
Nakiska Ski Area, Olympic Chair Revegetation (Re-tender) Samoyed Management Ltd.	11,470.00
Nakiska, Ski Lift Signs II Enameltec Porcelain Industries Ltd.	2,820.00
Pony Stand Utilities, Evan Thomas Area Groundwater Well Drilling Goodison Water Well Drilling	8,560.00

Village at Ribbon Creek,
Grading and Utilities (Hydrant Relocation)
Whissell Engineering Ltd. 14,470.00

Village at Ribbon Creek,
Bicycle Trail, Phase III (Paving Contract #6)
Metro Paving Ltd. 149,687.18

Village at Ribbon Creek,
Explosives Storage and Fuel Dispensing Station
Rigid Petroleum Contractors Ltd. 60,170.00

Village at Ribbon Creek,
Day Lodge (Tenant Improvements)
Herndon Enterprises Ltd. 31,222.00

Village at Ribbon Creek,
Mechanical Unit Enclosure at Hotel Kananaskis
Babowal Builders & Engineers Ltd. 1,988.00

Village at Ribbon Creek,
Play Structures (Contract #9)
Palliser Environs Inc. 65,531.00

LAC LA BICHE

Alberta Vocational Centre,
Exterior Door Security
Kamwin Electric Ltd. 32,000.00

Alberta Vocational Centre,
Signage and Field House Modifications
Lake Country Builders Ltd. 64,893.00

LACOMBE

Field Crop Research Centre,
Drainage Improvements
Border Paving Ltd. 6,275.00

LEDUC

Treasury Branch,
Interior Renovations and Central Teller Station
R.W.K. Construction Co. Ltd. 68,744.00

LETHBRIDGE

Agriculture Research Centre,
Additional Storage Space,
Getkate Construction Ltd. 538,538.00

Correctional Institute,
Irrigation Pumphouse
Porter Tanner & Associates Ltd. 72,097.50

Sifton Children's Centre,
Renovations and Additions to Administration and Program Area
Ward Brothers Construction Ltd. 186,172.00

Youth Assessment Centre,
Security and Fire Safety Upgrading
Wesbridge Construction Ltd. 162,000.00

LLOYDMINSTER

Travel Information Centre,
Exterior Signage
Creative Advertising Ltd. 9,589.26

Travel Information Centre,
Accommodation Trailer (Re-tender)
Fogwood Developments Ltd. 10,650.00

MEDICINE HAT

Treasury Branch, 2nd Street
Minor Alterations
Viggo Hansen Construction Co Ltd. 24,001.05

Courthouse,
Exterior Signage Renovations
M.J.B. Enterprises Ltd. 6,288.00

Remand Centre,
Operation Control
Otis Canada Inc. 26,542.00

Courthouse,
Post-Occupancy Renovations
Cummins Developments Ltd. 29,249.00

Remand Centre,
Shower Renovations
Porter Tile & Marble Ltd. 12,220.00

NORDEGG

Minimum Security Correctional Centre,
Upgrading of Houses (Re-tender)
Tang Construction Ltd. 18,086.00

OLDS

Transportation Depot,
New Salt Shed and Related Site Development
Scott Oilfield Services Ltd. 240,000.00

OYEN

Provincial Building,
Replace Existing Mechanical Plant
Wahl Builders Ltd. 197,200.00

PEACE RIVER

Correctional Centre,
Contract #3, Exterior Wall, Roof and Parapet Repairs,
Vanderspoel Construction Ltd. 210,859.00

Correctional Centre,
Unit 2 Renovations (Locks)
H. Weizel and Associates Ltd. 11,850.00

Correctional Centre,
Unit 2 Renovations
Vanderspoel Construction Ltd. 287,800.00

Treasury Branch,
Automatic Teller Machine Installation
Varnerin Construction Ltd. 18,884.00

Treasury Branch,
Security Alarm Installation
Chubb Security Systems 6,794.00

Treasury Branch,
Closed Circuit TV Installation
McKay Security Supplies 6,973.00

PEERLESS LAKE

AVC/CVC Satellite Location,
Portable Classroom Facility, Site Services
Northern Gold Contractors Ltd. 41,900.00

RED DEER

Motor Vehicles Licensing Centre,
Exterior and Interior Signage
Signhawk Ltd. 10,946.00

Michener Centre,
Hot Water Booster Pumps for Thune Tubs
Bennett Boiler Industries Ltd. 54,489.00

Michener Centre,
Landscaping Over Utility Trenches
Pereira & Moniz Landscape Contractors Ltd. 44,862.50

Michener Centre,
Landscaping, Sidewalks and Paving (Re-tender)
Border Paving Ltd. 251,470.50

Michener Centre,
Sodding
Pereira & Moniz Landscape Contractors Ltd. 21,631.25

Michener Centre,
Replace Water Mains
API Contracting Ltd. 342,529.20

Michener Centre,
Replace Roof and Flashing
Hayhoe Roofing (Red Deer) Ltd. 159,923.00

Portable Classroom Facilities,
Relocation of Portable from Bruderheim
Travco Industrial Housing Ltd. 14,410.00

Transportation Depot,
Miscellaneous Renovations
Tang Construction Ltd. 102,430.00

RIMBEY

Treasury Branch,
Addition and Renovation
Timcon Construction Ltd. 342,465.00

ROCKY MOUNTAIN HOUSE

Forest Headquarters,
Water and Sewer Services to Carpenters' Shop
Shunda Consulting & Construction Mgt. Ltd. 33,210.00

Forest Headquarters,
Refueling Facility
Gil Hansen & Co. Gen. Contractors Ltd. 53,820.00

Provincial Court,
Prisoner Holding Facility Upgrade,
Delnor Construction Ltd. 49,930.00

SHERWOOD PARK

Group Homes,
Install Sewage Holding Tanks
Ray Silvester Enterprises Ltd. 26,140.00

SLAVE LAKE

Alberta Opportunity Corps Building,
Supply and Install Vertical Blinds
Modern Paint & Flooring 2,240.00

Community Vocational Centre,
Site Grading
Carmacks Construction Co. Ltd. 696,220.00

Transportation Depot,
Site Improvements
Condor Contractors Ltd. 21,050.00

SMITH

AVC/CVC Satellite Location,
Portable Classroom Facilities - Site Services
Cox Brothers Contracting & Associates Ltd. 17,791.00

SMOKY LAKE

Pine Ridge Forest Nursery,
Containment Berm for Acid Tanks (Re-tender)
Superline Excavation Ltd. 19,895.50

Pine Ridge Forest Nursery,
River Intake System
Underwater Specialists Ltd. 9,850.00

ST. ALBERT

Courthouse,
Renovations to General Office/Public Counter Area
Apacon Construction Ltd. 42,980.00

STONY PLAIN

Courthouse,
Addition
A.J.H. Construction Management Ltd. 709,000.00

Courthouse,
Addition (Supply and Install Furnishings)
The Cabinet Maker 3,680.00

Courthouse,
Addition (New Lockers)
CP Distributors Ltd. 1,051.00

Transportation Depot,
Sanitary Sewer - Off-site Services
N.S. Pawliuk & Sons Contracting Ltd. 18,474.00

STRATHMORE

Youth Development Centre,
Visual Privacy Fence and Landscaping
Garden Greenery Landscaping 20,363.00

Youth Development Centre,
Quiet Room and Health Care Modifications
Mirtren Contractors Ltd. 31,804.00

SWAN HILLS

Provincial Airport,
Various Site Renovations and Repairs
Barr Construction (1974) Ltd. 24,290.00

VALLEYVIEW

AVC/CVC Satellite Locations,
Valleyview Classroom Facilities (Window Drapery)
Fashion Draperies 3,378.39

VARIOUS

Miscellaneous Demolition Projects,
Golden, Barrier Lake, Gooseberry (Trailer Units Demo and Site Restore)
ATCO Structures Ltd. 5,810.00

Prisoner Holding Facilities,
Courtroom Prisoner Boxes (Various Locations)
McMurray Store Fixtures (1981) Ltd. 19,577.00

AVC/CVC Satellite Locations,
Upgrade Existing Program Facilities to Meet Code and Safety Requirements
ATCO Structures Ltd. 348,205.00

Prisoner Holding Facilities
(Courtroom Prisoner Boxes)
Cardston and Pincher Creek
Nick's Woodcraft (1975) Ltd. 5,500.00

New Salt Pipes to Salt Storage Sheds
Thierman Construction Ltd. 100,883.00

Provincial Courts, Pincher Creek and Cardston,
Holding Facilities Upgrade
Gil Hansen & Co. Gen. Contractors Ltd. 98,956.00

Prisoner Holding Facilities
Courtroom Prisoner Boxes
Trinity Woodworks & Construction Ltd. 19,382.00

VEGREVILLE

Alberta Environmental Centre,
Ventilation Upgrading
Brazzo Contractors Ltd. 107,797.00

Alberta Environmental Centre,
Chemical Waste Collection System and
Lift Station (Re-tender)
Vee-Anchor Management Ltd. 143,500.00

Alberta Environmental Centre,
X-Ray Lab
Artek Contracting Ltd. 11,685.00

Alberta Environmental Centre,
Laboratory Development, Phase II
Artek Contracting Ltd. 120,345.00

Alberta Environmental Centre,
Roof Water Diversion
Hunka Construction Ltd. 3,999.00

Alberta Environmental Centre,
Replace Energy Management Control System
Automatic Controls (Edmonton) Ltd. 137,732.00

Alberta Environmental Centre,
Minor Upgrading, Phase I
Jactar Electric Ltd. 113,184.00

Courthouse,
Asbestos Removal
Air-Way Texturing & Installation 3,640.00

Courthouse,
Replace Low Pressure Steam Boiler
Tower Plumbing & Heating Ltd. 6,970.00

VERMILION

Provincial Building,
Landscape Irrigation
George's Landscaping Ltd. 26,000.00

Alberta Fire Training School,
Classroom Facility
F & S Construction Ltd. 99,816.30

Alberta Fire Training School,
Tree Relocation
Custom Tree Services Ltd. 6,800.00

Transportation Depot,
New Underground Fuel Tanks
W.R. Pump Service Alberta Ltd. 34,363.00

VIKING

Treasury Branch,
Alteration and Addition
Sure-Form Construction Ltd. 402,137.00

VULCAN

Courthouse,
Landscape Irrigation
Porter Tanner & Associates Ltd. 9,750.00

WALSH

Travel Information Centre,
Interior Display System
Associated Display Services Ltd. 23,663.91

Travel Information Centre,
Shelving
Cummins Developments Ltd. 775.00

WETASKIWIN

Courthouse,
Renovations to Existing Court Facilities
Royal Oak Contracting Ltd. 99,360.00

Courthouse,
Renovations to Existing Court Facilities
Various (Masters Courtroom Furniture)
The Cabinet Maker 10,344.00

TOTAL **$ 46,292,522.96**